Corporate Governance, Sustainability Initiatives and Performance of Personal Care Products Manufacturing Companies in South-West Nigeria

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In partial fulfilment of the requirement of the Award of Doctor of Philosophy Degree (PhD) in Business Administration

2025

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Certification

This is to certify that Sakirat Adetutu Olukoya, with matriculation number LCU/PG/002772 carried out this research work titled "Corporate Governance, Sustainability Initiatives and Performance of Personal Care Products Manufacturing Companies in South-West Nigeria" in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan, Oyo State, for the award of Doctor of Philosophy (PhD), Degree in Business Administration and that this has not been previously submitted.

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Dedication

This thesis is dedicated to Alpha and Omega. I will like to appreciate God for how far He has brought me and it is with great gratitude that I give him praise for wisdom, strength, and grace to pursue and complete this degree. I'm amazed at how intentional He is about me.

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List of Acronyms

Abbreviation	Meaning
CEO	Chief Executive Officer
C.G	Corporate Governance
GPM	Gross Profit Margin
IMF	International Monetary Fund
NED	Non-Executive Director
OECD	Organisation for Economic Cooperation and Development
OM	Operating Margin
RDT	Resource Dependency Theory
ROA	Return On Asset
ROE	Return On Equity
ROI	Return On Investment
ROS	Return On Sales
SEC	Security Exchange Commission

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Abstract

This study investigated the relationship between corporate governance, driven sustainability initiatives and firm performance in personal care products manufacturing companies in South west Nigeria. It explored the effect of board size on return on equity, board independence on profitability and ascertained the effect of dual leadership on the return on assets of the personal care products manufacturing firms. It also investigated the effect of ownership structure on shareholders satisfaction and examined the moderating influence of sustainability initiatives on the relationship between corporate governance and firm performance in the selected companies. The study adopted a descriptive research design, with a sample of 475 participants selected through stratified random sampling technique. Structured questionnaire was the main research instrument employed for data collection. Data analysis involved both the use of descriptive and inferential statistics. Hypotheses were tested through Pearson product moment correlation and results indicated that board size has significant effect on return on equity r = 0.896, p = 0.001 < 0.05, board size has a significant determinate effect on profitability (r = .952, p .001 < 0.05) and dual leadership has a determinate effect with dual leadership (r = 0.810, p = 000 < 0.05). Furthermore, statistical test revealed that ownership structure has a positive effect on stakeholder satisfaction (r – 0.767, p .000 < 0.05). Results on the effect of sustainability initiatives on the relationship between corporate governance and firm performance was significant (f = 6707.83 p < 0.05). Moreover, sustainability initiative had a stronger impact on firm performance (β = 0.693 t = 35.145, p < .005 compared to corporate governance β = 0.311, t = 15.776, p < 0.05). The study concludes that embedding sustainability initiative into corporate governance can be a strategic driver and catalyst of competitive advantage and performance optimization for personal care products manufacturing industry in Nigeria. The study recommended that personal care product companies should embed sustainability into their core strategies. This includes investing in environmental efficiency, ethical supply chains, and community engagement to enable them develop superior performance and long-term value creation in the manufacturing industry.

Key Words: Corporate governance, Manufacturing industry, Performance, Personal care products and Sustainability initiatives

Word Counts: 344

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Chapter One

Introduction

1.1 Background to the Study

In today's competitive business environment, performance is a vital concern of most manufacturing firms. The dynamic nature and harsh business environment in which they operate are putting more pressure on management to see performance as a sustainability

necessity. Along this perception, the performance of any business organization is often affected by the approach of how it is managed and governed. For this reason, manufacturing firms that aspire to have a competitive edge must be able to optimize their performance through good corporate governance and sustainability. Thus, the lack of potency of corporate governance strategies may undermine productive capacity and create performance crisis, which can prove detrimental to the growth and development of the manufacturing industry in any nation's economy.

Corporate governance is the system through which companies are directed and controlled. It represents the institutional framework of policies, processes, and relationships that determine how corporations are directed and controlled to enhance effective corporate governance mechanisms and firm performance[1]. It addresses the issues facing the board of directors such as the interaction with top management, management and their relationships with the owners and others invested in the sphere of performance in the affairs of the business firms like the shareholders. In the world or the manufacturing business, the performance of the organization is crucial to shareholders as it reflects the success of their investments[2]. In this manner, organizational performance encompasses the effectiveness and efficiency with which an organization utilizes its human, financial, and physical resources to achieve strategic objectives, reflecting the outcomes of managerial decisions, operational processes, and governance mechanisms. The primary purpose of performance measurement is to enable proactive management by identifying gaps and opportunities, fostering accountability through transparent resource allocation, and driving continuous improvement[3]. Company performance can be measured using financial and non-financial performance.

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In this vein, performance is organizations attribute which permits value to be created in order to meet the desired expectations of the major shareholders in terms of profitability, returns on assets invested and equity and customer satisfaction. Other key measures of the firm performance are employee engagement, market share and growth, innovation and environmental sustainability[4]. Management's ability to evaluate whether they are effectively utilizing both financial and non-financial resources is crucial for achieving business objectives. Internal factors such as managerial structure, efficiency, corporate governance, and ownership structure components of the firm's broader organizational framework significantly influence a firm's performance and capacity to meet its goals[5]. These factors influence a firm's ability to navigate external challenges, which fall within the domain of corporate governance. Empirical research highlights the significant impact of corporate governance (CG) on firm performance, demonstrating that board monitoring efficiency is shaped by both internal firm-specific factors (e.g., ownership structure, managerial incentives) and external forces (e.g., government regulations, market competition). Notably, the effectiveness of board oversight is contingent upon ownership concentration and firm-specific characteristics, which collectively determine governance outcomes[6].

The factors influencing firm performance can be categorized into three key levels. First, external factors, beyond a firm's control, have a broad impact on performance. Second, internal factors, which fall under the firm's direct management, play a crucial role. These include managerial efficiency, corporate governance systems, and ownership structure, all of which shape the firm's ability to navigate external challenges. Additionally, variables such as firm size, leverage, and industry characteristics also influence performance. While each level of determinants is vital for sustained performance and growth, the second category, internal factors offers a distinct opportunity for firms to

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exert control and strategically shape their operational framework.[7]. This is the realm of corporate governance . It is the direction of the company growth and development in all ramifications and relationship between the board of directors and management's sphere of accountability and discourse.

In this regard, the concept of Corporate governance has gained significant importance over time. It involves the system by which companies are directed and overseen, encompassing the processes, policies, and relationships that steer and oversee corporate behavior. At its core, corporate governance aims to ensure accountability, fairness, and openness in how a company engages with its stakeholders, including shareholders, employees, customers, and the broader community. Additionally, it involves embedding ethical principles into the company's core functions and decision-making processes[8].

Thus, corporate governance influences economic outcomes primarily by aligning the interests of shareholders and managers. This alignment can be fostered through tools such as performance-based compensation and the inclusion of independent directors on company boards. Additionally, delivering accurate and transparent financial disclosures helps minimize information gaps between management and investors. Effective corporate governance is essential for ensuring that companies operate in shareholders' best interests and maximize value. By aligning managerial and shareholder incentives and maintaining trustworthy financial reporting, companies can enhance financial performance and mitigate risks. Nonetheless, implementing robust governance practices remains challenging, requiring ongoing efforts to ensure companies are governed as efficiently and effectively as possible[9]. This implicitly and explicitly involves direction, execution action, supervision and accountability.

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In management parlance, direction includes setting strategic objectives, executive action involves participating in key decisions, supervision refers to overseeing and assessing management performance, and accountability means acknowledging responsibilities to those with legitimate claims. These aspects fall under the domain of corporate governance. Essentially, corporate governance is the process through which an organization is guided and properly controlled[10].

More importantly, corporate governance connotes the combination of laws, listing rules, regulations and practices that make the organization capable of attracting capital, give all efficient performance, generate revenue and meet societal and legal obligations. As such, it is about the relationship of the business firm to the stakeholders, shareholders and the society. Its internal mechanism consists of ownership structure, board composition and size, board independence, leadership duality, individual and institutional shareholders. These internal mechanisms play a key role in monitoring management and aligning interests of shareholders with management. Therefore, Corporate governance covers nearly all aspects of management, including strategic planning, internal controls, performance evaluation, and transparency. It involves creating and enforcing systems that fairly address the interests of various stakeholders, such as: Employees, Shareholders, Senior executives, Customers, Suppliers, Lenders, Government agencies (local, state, and federal), Community organizations and residents. Effective corporate governance ensures that these diverse groups are considered in decision-making while maintaining accountability and ethical business practices[12].

Accordingly, it is hard to overstate the importance of corporate governance as a critical catalyst and tool of performance optimization in manufacturing business is potent sustainability initiatives can be put in place and implemented. Sustainability initiatives are major drivers of innovation in workplaces and firms with high intensity of investment

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in social and governance initiatives are tended to be innovative[13]. Their injection into corporate governance practices is considered as key panaceas for daunting challenges confronting the survival of global manufacturing firms particularly in Nigeria. Such initiatives involve firm competency renewal, structural adjustment improvement, employee mobilization and engagement, sustainability talks and ideas of management and capacity to ensure effective financial and non- financial management. These sustainability initiatives are agile factors to foster good corporate governance and high trajectory of performance. The choice of actions of the board and management in manufacturing firms has an increasing impact on corporate governance to ensure the sustainability of governed companies[14]. In this way, sustainability initiatives represent the valued ideas and efforts put in by the firms to ensure the smooth continuity and survival of their operations in a specific context. In effect, sustainability initiatives can aid the improvement of corporate image or guide the reputation and accommodate pressures from buyers, community and other stakeholders, while they yet provide the satisfaction of expectations from the society[15].

These can include socio- economic and environmental issues related to enhancing stakeholders' expectations and business performance. However, several business firms world-wide do not entrench sustainability initiatives into their corporate strategies, although they are the first input into corporate planning[14]. This oversight remains an insatiable factor in corporate governance, which may create corporate failure.

The manufacturing industry which is the focal point of this study is one of the most globally competitive industries world wide. The sub- sector in a nation's economy, particularly in Nigeria, occupies a position of preeminence and basic entry level of industrial development of any country. Apart from the oil and gas industry in Nigeria, the sub-sector propels all other sectors and more than any industry helps to develop

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rapidly the much needed entrepreneurial and managerial skills in the country. Consequently, in Nigeria, the purview of the governance of manufacturing firms reveals hoe the board of directors and the leadership provide a formidable platform for them to thrive and ensure the sustainability of their performance. The performance of this manufacturing sub sector (personal care products) firms over the years have been low in terms of output growth, capacity utilization and labour unemployment absorption. Besides, cases of window dressed accounts have also raised concern in some manufacturing firm like Cadbury and the various banks infractions which poised threats to the Nigerian financial sector. The fast growth of technological transformation and introducing of series of legislation and guidelines to stem the tide of global financial crises have reinforced the improvement of corporate governance practices[16]. These have not ostensibly reflected on the performance manufacturing firms in Nigeria. Despite the importance of corporate governance, it remains a major challenge facing corporate stakeholders and creating serious concern for performance optimization, especially in a developing economy like Nigeria. Thus, it is against this backdrop, that this present study attempts to explore the moderating roles of sustainability initiatives on the relationship between corporate governance and firm performance of selected personal care products manufacturing firms in South West, Nigeria.

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1.2 Statement of the Problem

Contemporary manufacturing firms currently face challenges as a result of technological transformation, consumerism, intensive competition and the likes. These have created governance issues in some manufacturing sub- sector, culminating into crisis performance. Firm performance is an important factor in business success and corporate

governance mechanism is essential for ensuring that businesses are effectively managed[17]. Conversely, the consequences of poor manufacturing performance are serious and the downside effects on work group, organization and even the nation at large can be worrisome. Put in almost the game way, another scholar stated that the consequences of firm failures are huge as they can be felt in every aspect of the society[18]. Corporate governance structure makes it easier for firms to raise money, meet corporate objectives and inspires trust in investors[19]. Within this perspective, corporate governance has become a viable option to ensure the viability and sustainable performance of manufacturing firms. As expected, the performance of any business firm is crucial to the shareholders as is often based on corporate success. Thus, the failures and scandals in the corporate organization in today's world have stressed the need for sound corporate governance practices virile sustainability- initiatives and code of conduct that can enhance a firm performance in the manufacturing sub- sector of any nation's economy.

The seemingly problem is that the existence of many corporate governance mechanism and regulations does not necessarily translate into good corporate governance as many corporate scandals in Nigeria and other countries have proven[20]. The recent window dressed accounts and financial impropriety of some Cadbury Nigeria plc directors had tarnished the reputation and image of the company. Various cases of fraud and mismanagement have occurred, resulting in folding up of some indigenous brewery manufacturing firms like Standard Brewery Ibadan, Sona Breweries Sango-Otta, Consolidated Brewery Ijebu-Ode, now bought over by Nigerian Breweries Iganmu, Lagos.

Presently, the whole of African continent accounts for only one percent of global manufacturing[21]. Corporate governance remains a focus for discussion after decades of

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many scandals in corporations and banking failures globally. Corporate governance has a considerable effect on the economy as it ensures returns to investors by minimising associated investment risks and contributes to businesses' success. The banking industry is also not an exception. The most recent was the dissolution of the board and management of Union Bank Plc, keystone Bank Plc and Polaris Bank of Nigeria on 10th January, 2024 due to issue of non compliance of these banks and their respective board of directors with the provision of section 12c and (f - h) of the banks and other financial institutions Act of 2020. The banks infractions vary from regulatory non compliance, corporate governance failure, disregard for conditions under which their bank licenses were granted and involvement in activities that pose a threat to financial stability, among others in Nigeria[22]. The growing incidence of corporate fraud relating to exaggerated and fleeting reprints have not helped otherwise[23].

Firm performance often results from various policies and actions that optimize operating activities of how manufacturing firms are run and controlled. When firm performance fails to meet the expected level of expectation, this puts pressure on various stakeholders and undermines the integrity of directors and management. Managerial competence, corporate governance attributes and financial structure could explain this phenomenon[24].

However, despite all these challenges, research has rather been passive in this area of concern which is of strategic importance to the growth and development of the personal care products manufacturing in Nigeria. This lack of attention is rather surprising when one considers the influence of corporate governance on firm performance in the global corporate world. The available prior studies within Nigeria have largely concentrated on issues of Board gender diversity structure, control mechanism and financial performance in the backing industry[4,6,10, 19]. Therefore, the present study is an attempt to redress the

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situation by investigating the effect of corporate governance, on the performance of some selected personal care products firms in Lagos State, Nigeria.

1.3 Aim and Objectives of the Study

The aim of the study is to explore the effect of corporate governance with the moderating influence of sustainability initiatives and the performance of selected personal care products of manufacturing firms in Southwest Nigeria.

However, the specific objectives of the study are to:

i. determine the effect of board size on the perceived return on equity of selected personal care products manufacturing firms in Southwest Nigeria.

ii. examine the effect of board independence on the perceived profitability of the selected personal care products manufacturing firms in Southwest Nigeria.

iii. ascertain the effect of dual leadership on the perceived return on assets of selected personal care products manufacturing firms in Southwest Nigeria.

iv. investigate the effect of ownership structures on the perceived shareholders' satisfaction of selected personal care products manufacturing firms in Southwest Nigeria.

v. examine the moderating influence of sustainability initiatives on the relationship between corporate governance and firm performance of personal care products manufacturing firms in Southwest Nigeria.

1.4 Research Questions

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1. What is the effect of board size on the return on equity of personal care products manufacturing firms in Southwest Nigeria.

2. What is the effect of board independence on the profitability of personal care products manufacturing firms in Southwest Nigeria.

3. What is the effect of leadership duality on the return on assets of personal care products manufacturing firms in Southwest Nigeria.

4. What is the effect of ownership structure on the performance on shareholders' satisfaction of personal care products manufacturing firms in Southwest Nigeria.

5. How can sustainability initiatives moderate the interaction between corporate governance and the performance of personal care products manufacturing firms in Southwest Nigeria.

1.5 Hypotheses

The following hypotheses were formulated in null form to guide the study.

H_1: Board independence does not have significant relationship on the profitability of the selected personal care products manufacturing companies.

H_2: Board size does not have significant relationship on return on equity of the selected personal care products manufacturing companies.

H_3: Dual leadership does not have significant relationship on return of assets of the selected personal care products manufacturing companies.

H_4: Ownership structure does not have significant relationship on shareholders' satisfaction of the selected personal care products manufacturing companies.

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H_5: Sustainability initiatives does not moderate the relationship in the relationship between corporate governance and performance of selected personal care products manufacturing companies.

1.6 Significance of the Study

Corporate governance within its core structure is concerned with the firm functionality as well as the distribution of power among the various stakeholders. It depicts the process which determines the purpose of firms, privatization of action which supports performance sustainability and continuity. This makes the study to be significant as it provides empirical evidence from the context of manufacturing firms, a phenomenon that is still of priority in the literature. Second, the study will contribute to the literature by investigating the moderating role of sustainability initiatives in the link between corporate governance and the performance of personal care products manufacturing firms. Evidence from this study will inform policy makers on the role played by sustainability initiatives of the board of the selected manufacturing firms in the overall performance of manufacturing companies. Empirical evidence on how sustainability initiatives, for instance affects the performance of manufacturing firms is important as this will provide key insights to policy makers and regulators on the subject on the ownership structure of manufacturing firms. With the literature largely silent on the manufacturing sector, this study will make an important empirical contribution.

The effect of corporate governance on firm performance is to present attracting attention among a wide spectrum of scholars and policy makers. Specifically, the study will be of significance to governments, industry operators, directors, investors, stakeholders, academia, regulators, corporate bodies, members of the board of directors, researchers, international organizations, policy makers and students. Since empirical research on

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corporate governance parameters and corporate performance in the context of Nigeria is still much lacking, the end result of this study will prove to be beneficial, providing more support to the improvement in the performance of manufacturing firms in Nigeria.

The outcome of this study is expected to educate shareholders on the basic corporate mechanism and sustainability initiatives that will impact positively on firm performance. This is important because the shareholders, equipped with this knowledge could insist on the constitution of the board with identified characteristics that can enhance board dynamism through their injection of sustainability initiatives. The work will also be of significance to researchers as it will broaden their knowledge on board composition mechanism, interactions and dynamics that shape corporate governance in Nigeria and how these impact on the performance of the manufacturing sub sector in the Nigerian economy. Other scholars may also find the study illuminating and may act as a springboard for them to conduct further works in this area. The study will be immensely valuable to both academic and students alike for future references and will also serve as tools where necessary.

This work will be a reference for further research as well as make relevant data available for their use for further research. Data gathered in this study will assist the board of directors, policy makers in their strategic policy making processes to tum around the economy. Adoption of corporate governance is also expected to have a positive economic impact on the end user of the fast consumer manufacturing product.

1.7 Scope of the Study

The study focuses on the selected personal care products manufacturing companies in Southwest, Nigeria which are Unilever Nigeria Plc, Ojota, Lagos State, Cybele Cosmetic Ltd, Lagos State, Olam Group, Ota Factory, Ogun State and Sophie Natural Cosmetic

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Manufacturing company Oluyole, Ibadan, Oyo State. The study is on the relationship of corporate governance on performance of personal care products manufacturing firms with the moderating influence of sustainability initiatives. It contextually covers the subject matter of board independence, board size, leadership duality, ownership structure for the independent variable while profitability, returns on assets (ROA), returns on equity (ROE) and shareholders' satisfaction are used to measure the dependent variable i.e performance of selected personal care products manufacturing firms in Southwest, Nigeria. The study covers the time period of 2018-2025. The time period is considered adequate to provide relevant data for the study.

1.8 Limitation of the Study

This study like many other studies has some limitations that must be acknowledged to provide opportunities for future studies. As with any single industry research, the findings of this study were limited to the staff of the selected personal care companies in South-West Nigeria. The major limitation to this study was based on data collection. The organizations have strict policies that made it somehow difficult to gain access. Also, some of the employees included in the study sample were somehow unapproachable, while some were reluctant to fill the questionnaire, due to their busy schedule as a result of the positions they occupy in the organizations. These problems of access restriction and non-response from some of the employees posed a challenge to this study. However, the researcher, through professional affiliations was able to address the concern.

1.9 Operational Definition of Terms

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The study has employed the use of some words, terms, and phrases which may have meaning more than their daily used meanings. Care has been taken to give their precise meanings in relation to this study.

i. **Board Composition:** as used in this study means the different characteristics that underpin the board in terms of skill-set, size, ownership, ethnicity, nationality, chief executive officer/chairman duality.

ii. **Board of Directors:** Board of directors is in general, are the main decision-making body of organizations primarily responsible for the fate of corporate governance of their firms.

iii. **Board Independence:** is the proportion of non-executive directors (NED) to the number of directors.

iv. **Board Size:** is defined as the number of members of a board and firm performance is one of the focuses of board composition.

v **Corporate Governance:** is the set of processes, customs, policies, laws, and institutions affecting the way a company is directed, administered or controlled.

vi. **CEO/Leadership Duality:** it is the practice in which a single person performs both the role of CEO and the Chairman of the board of directors.

vii. **Firm Performance:** This is the assessment of the overall success of the organization and the ability to achieve its corporate goals and objectives.

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viii. **Investment:** means the deposit of savings in a bank account or the acquisition new capital assets like plant, equipment, and machinery which provides the means for production of goods and services.

ix. **Non-executive Directors:** Non-executive directors (outside directors) these are board members who are not involved in the day-to-day management of the company. They only attend board of directors meeting and are paid sitting allowance.

x. **Return on Equity:** The return on equity is an all time overall measure of business financial success.

xi. **Shareholder**: is simply an individual, organization, or company that legally own share(s) of stock in a joint-stock company.

xii. **Sustainability Initiatives:** these are strategies and innovative ideas of the board and management to ensure good continuity of performance and to stay in business.

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Chapter Two

Literature Review

This chapter reviews the available and relevant literature pertinent to this study. It will draw the relationship between the study and earlier work done. The review will also provide the necessary guideline for a systematic investigation of the study. In order to establish this, attempt is made to present the review under the following sub-headings.

2.1 Conceptual Review

2.1.1 Firm Performance

Performance connotes both behavior and result. This is due to the fact that behavior emanates from the performer and transforms performance from abstraction to reality and action. Firm performance is a continuous positive result of tangible and intangible investment of a business[1]. It could be financial and non-financial as the concept is a connotation to show how well and the extent to which organizational set-objectives have been achieved. Firm performance is the outcome of accomplishment affected by the operation of the business in the utilization of the resources owned. Performance is a term frequently used in the context of firms, businesses, or industries. The success of any company is measured not only by its financial results but also by factors like credibility and adherence to established standards, which are often pursued in the effort to achieve market leadership. Performance is the extent to which an organization efficiently and effectively achieves its goals and objectives. Financial Performance is measured into two broad groups: investor returns and accounting returns. Investor returns as explained by

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the authors, focus on returns from the perspective of shareholders, while accounting returns assess how a firm's earnings respond to various managerial policies.

Financial performance is a crucial aspect of any business organization, and the manufacturing sector is not an exception. It is a term used to describe the evaluation and analysis of a company's financial health. It involves assessing various financial metrics, such as revenue, profit, cash flow, and expenses to determine the effectiveness and efficiency of the company's financial management. A company with good financial performance is generally considered to be financially sound and capable of meeting its financial obligations. Performance refers to the outcomes, results, and achievements whether positive or negative that stem from an organization's activities. It is a context-specific concept connected to the particular subject under examination. Assessing company performance involves four key challenges: the situational nature of how value is created, the fact that performance spans multiple dimensions, the interpretation of performance varies depending on the observer's viewpoint, and expectations about future performance influence how current values are perceived. It has been the most important issue for every organization as it reveals the achieved goals efficiency and effectiveness of setting the programme of activities. As such, Firm performance reflects the extent to which a company achieves its goals while optimizing resource utilization, serving as a measure of both effectiveness and efficiency. It evaluates how successfully a firm attains its targets in comparison to the resources expended, incorporating both financial and operational results[2].

The financial performance of a business organization refers to its ability to maintain its earnings year after year[3]. For manufacturing firms, financial performance is the efficiency of the company in generating earnings. The financial performance contributes

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to the income of investors by having a higher dividend, thereby improving the standard of living of the people. Apart from ensuring the susutainability of the companies, financial performance also has wider implications for the economy as a whole. Every business should earn sufficient profits to survive and grow over a long period of time. Profit means the difference between the revenue generated from the sales of output and the full opportunity cost of the factor used in the production of the output. Included with costs are the premium charged for risk taking and the cost of using the owner's capital (net worth)[4]. It is also the result or outcome of the shared values in a firm.

However, defining and measuring firm performance have not been an easy task. Researchers among themselves have different opinions on definitions of performance, since it is a multi-dimensional construct. Performance in organizational context is very broad. Scholar defined it as the ability of an organization to successfully transform its inbound logistics into meaningful output in order to achieve a specific goal[2]. This definition implies that firm performance is a comprehensive and total view of corporate operational activities over a given period of time. In this vein, firm performance is suggested to mean the ability of the organization to attain its goals by using resources in an efficient and effective manner. Additionally, firm performance is often defined as the organization's overall capability to satisfy stakeholder needs while fulfilling its own objectives for success and sustainability. Therefore, firm performance represents the ultimate expected result of all business activities[3]. In consequence, firm performance guarantees the continuity of the organizations to be competitive in the market and also depicts the manner they have achieved their mission and goals. However, defining and measuring firm performance can be done in various ways.

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Performance can be measured by quantitative or qualitative ways. Performance measurement is considered as a process of measuring the progress made towards achieving the performance goals. Performance measurement is defined as the process of quantifying how effective and efficient an action is. It involves transforming the complex reality of a firm's performance into a series of simplified symbols or indicators that can be communicated and reported consistently across similar situations. As a result, numerous financial firms utilize either marketing-based metrics, such as Tobin's Q, or accounting-based indicators, like Return on Assets, to assess firm performance. It can be assessed in terms of multiple objectives of profitability, return on equity, return on asset, employee satisfaction, productivity growth sales growth, customers' satisfaction and market share among many other objectives. These are both the financial and non-financial indicators, which enable organizations to assess the degree of realization of their goals. Financial performance has been described by various scholars in multiple ways. It reflects an organization's ability to optimize its operating costs, efficiently manage its resources, and enhance shareholder value. Strong financial performance indicates effective and proficient management of the organization's assets, ultimately contributing positively to the broader economy. Financial performance can be evaluated at a specific moment or throughout time. It can also be used to compare companies within the same industry or whole industries or sectors. According to the aforementioned, financial performance is a gauge of an organization's earnings, profits and increase in value, which is shown by the rise in share price and the extent to which financial objectives are being met or has been achieved. Within this context, Organizational performance demonstrates how successfully an organization reaches its targeted goals and objectives. This includes multiple business operation areas such as financial results, productivity levels, customer satisfaction ratings and employee

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engagement levels[4]. Hence, performance platform could be measured quantitatively in terms of financial measures. Firm performance can also be influenced by a variety of factors that can enhance or detract from the overall organizational operational outcomes. This makes the firm performance to be the overall success or health of the organization. It is the therefore the outcome of work contribution because, the concept provides the strongest linkage to the strategic goals and objectives of organization.

In the research on performance in business, the definition of performance has led to the highlight of three priorities or objectives of governance of performance: - Firstly, performance should be analyzed by each entity within the limits of the environment in which they decide to operate. For example, a company's performance needs to be analyzed in the markets in which it operates and not those that are not relevant to its operations. - Secondly, performance is always linked to one or several objectives set by the entity whose performance is analyzed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies. Thirdly, performance is reduced to the relevant and recognizable features. To this end, performance is influenced by the environment, the objectives to be achieved, relevant and recognizable features. Also, performance should consider quantifying the efficiency and effectiveness of actions[1]. This quantification can be expressed both qualitatively and quantitatively.

In business organizations, performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction in terms of both behaviour and results. The general definition given to firm performance underlines its ambiguous nature, whose measurement depends on a variety of factors. Thus, firm Performance is the result of action and embodiment of corporate success. Basically it is

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refer to how well an organization accomplishes its goals using a mix of both financial and non-financial metrics[5]. Usually, the performance of a firm is closely tied to its objectives and purposes, and achieving these goals requires attaining a specific standard of performance[6]. In this study, performance will be measured by the indicators of profitability, return on assets, return on equity and customer satisfaction.

2.1.2 Profitability

Profitability is an indicator of a company's success and how efficiently the company utilizes its resources[7]. Profitability is a key indicator of a company's competitiveness, the effectiveness of its management, and how efficiently it uses its resources. It demonstrates the company's capacity to grow capital, manage risks, and deliver returns to investors, ultimately reflecting the outcomes of its policies and strategic decisions. It is the primary goal of all business ventures. Achieving maximum profit alongside maintaining sustainability is essential for a company's enduring success. Profits play a vital role in ensuring a business's survival and ongoing operations, while also fostering trust among stakeholders. Serving as a primary measure of efficiency, profits assess how well management utilizes resources. By reflecting capital efficiency, profitability indicates that the company is on the right strategic path. Profits also encourage continued investment and resource support by showcasing growth. As a qualitative standard, comparing profits to investments evaluates how effectively the company generates sustainable returns from its resources over time. Without profitability, the business will not survive in the long run. Profitability functions as a moderating variable that can influence the impact of company growth and capital structure on firm value, either strengthening or weakening these effects depending on the circumstances. This means profitability adjusts how growth and capital structure affect the overall value of the firm.

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In organizations, measuring current and past profitability and projecting future profitability are very important. Profitability is measured with income and expenses. Income is money generated from the activities of the business. However, money coming into the business from activities like borrowing money do not create income. This is simply a cash transaction between the business and the lender to generate cash for operating the business or buying assets. Profitability represents the overall result of various policies and decisions, highlighting how effectively a company operates. It serves as a measure of financial health and competent management of business assets. Seen as an indicator of operational efficiency, profitability reflects the optimal utilization of resources. It is defined by the ability to earn revenue from investments and resources that exceeds associated costs, with higher profitability leading to greater satisfaction among investors, creditors, and management. More broadly, profitability indicates a company's capability to achieve not only immediate profits but also to generate ongoing and future cash flows. It captures the relationship between profits and sales, as well as between profits and the investments that support them. Profitability reflects how effectively management utilizes available resources to generate returns, and serves as a key indicator of a firm's operational efficiency and financial health. It is critical for firm survival in the long run, enabling sustained growth and signaling past success in value creation[8].

At their core, businesses strive to maximize profits and shareholder wealth to maintain continuity and strengthen their financial standing despite external factors such as competition and risk, as well as internal challenges. Industrial firms often invest heavily to secure satisfactory profits, making profitability a key indicator of efficiency and effective resource utilization. Sustainable profits support the ongoing allocation of resources to profitable investments. As profitability increases, companies are able to

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allocate more capital to high-return opportunities, thereby enhancing long-term profitability. Thus, it represents final performance of company that is, how profitable the company. It also represents how profitable owner's funds have been utilized in the company. Consistently generating sufficient profits remains a continual challenge for companies across all industries. High profitability is driven by efficient use of resources. A central focus in this effort is profitability, which companies actively work to improve in order to strengthen their financial position, build customer confidence, enhance competitiveness, and attract investors[9]. The main goal is to increase profits by maximizing positive cash flows and reducing expenses. For profit-oriented businesses, profitability is essential for survival and ongoing success, acting as a key measure of how effectively management uses resources. Profitability ratio is used to evaluate the company's ability to generate income as compared to its expenses and other cost associated with the generation of income during a particular period. This ratio represents the final result of the company.

Profitability is measured with an "income statement". This is essentially a listing of income and expenses during a period of time (usually a year) for the entire business. An Income Statement is traditionally used to measure profitability of the business for the past accounting period. However, a "pro forma income statement" measures projected profitability of the business for the upcoming accounting period. A budget may be used when you want to project profitability for a particular project or a portion of a business. Whether you are recording profitability for the past period or projecting profitability for the coming period, measuring profitability is the most important measure of the success of the business. A business that does not make a profit cannot continue to operate. Thus, the main long-term aim of any business should be to increase its profitability. Achieving

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growth in profitability is an essential objective for both start-ups and well-established companies.

Also, a business that is highly profitable has the ability to reward its owners with a large return on their investment. A profitability ratio is a measure of profitability, which is a way to measure a company's performance. Profitability is simply the capacity to make a profit, and a profit is what is left over from income earned after you have deducted all costs and expenses related to earning the income. It is calculated as the ratio of the profit obtained as a result of the activities of the business in a certain period to the capital used to obtain this profit[10].

Types of common profitability ratios used in analyzing a company's performance include gross profit margin (GPM), operating margin (OM), return on assets (ROA), return on equity (ROE), return on sales (ROS) and return on investment (ROI). In this vein, for a firm to achieve higher profitability, it is imperative for such firm to have its own strategy that will fit into the current rapidly changing business environment. Operating profit represents the earning power of a firm as regards income generated from current normal operations and not the efficiency of a firm.

Therefore, Profitability should not be used interchangeably with efficiency. While profitability is a key indicator for assessing efficiency, the level of profitability alone cannot be considered conclusive evidence of true efficiency[11].

2.1.3 Return on Assets (ROA)

Return on Assets (ROA) is an important profitability metric that measures how effectively a company generates profits from its total assets, without accounting for the capital costs associated with acquiring those assets. ROA is a comprehensive measure of

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the overall firm performance from the accounting view point of profit as a proportion of that assets including the fixed assets. Since the emergence of modern commercial contracts, return on assets has sparked debate in academic circles because it provides an accurate measure of a company's profitability. It is an important aspect in the assessment of the profitability of an organization. The greater the proportion of assets generating average profits, the higher the overall return on total assets will be[12]. ROA is calculated by considering the ratio of the company's after tax net profit to its total assets. Essentially, ROA provides a measure to assess the extent to which the company's assets contribute to its overall profitability.

Essentially, ROA provides an understanding of how efficiently a company uses its assets to produce earnings, considering the influence of capital costs. A higher ROA signifies that the company is more skilled at producing profits from its assets, demonstrating effective resource use. This measure is important for investors and analysts when assessing the company's overall financial health and its ability to turn assets into earnings. The return on assets ratio represents the bank's net income (profits) as a percentage of its total assets, including fixed assets. The higher the share of assets with average profitability, the greater the overall return on total assets will be. As such, the return on assets is the measure of the value of a firm's assets in proportion to its earnings over a specific period of time. ROA assesses the value of an organization's assets relative to the profits generated within a specific period. Return on assets is a measure utilized by managers and financial analysts to assess how effectively an organization employs its resources to generate profit. It also compares a company's profitability to its total assets and measures the profit earned per assets. In this way, the return on asset demonstrates how effectively an organization uses the actual assets possessed to generate profit. Financial statements provide information about a company's financial

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activities. They provide an array of identifying data on various historical strengths and weaknesses across a broad spectrum of business activities[13]. Hence, it is a useful indicator for comparing the profitability of a firm with similar business risk. This is so because, the return on assets minimizes the biases caused by variations in financial leverage and correctly deputy the firm's profitability. It is calculated by dividing profit by total assets.

Return on Assets (ROA) is a measure of company's efficiency in generating income from total asset. A robust return on assets enhances investor interest, leading to higher stock prices and indicating a favorable impact on stock returns[14]. ROA has a meaningful and positive impact on stock returns, demonstrated by a significance level below 0.05 (0.000). This confirmed significance highlights ROA's positive effect on the company's overall stock return. It provides a link between the company's annual operations and investment activities. As such, return on asset shows how efficient a company is at using its assets to generate profits. The greater the proportion of assets generating average profits, the higher the overall return on total assets will be[15].

A ROA that rises over time indicates the company is doing well at increasing its profits with each investment. High profitability indicates strong future prospects for a company, leading investors to respond positively, which in turn boosts the firm's value. Return on Assets (ROA) is a financial ratio linked to profitability that assesses a company's ability to generate earnings relative to its income, assets, and share capital. When a company records higher profits, it reflects strong performance, creating positive investor sentiment and driving up the stock price. Rising stock prices in the market contribute to an increase in firm value. Profitability ratios, such as ROI or ROA, have a significant impact on firm value[16]. A falling ROA indicates the company might have over-invested in assets that

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have failed to produce revenue growth, a sign the company may be in some trouble. ROA can also be used to make comparisons across companies in the same sector or industry. ROA is one of the five variables used to predict corporate failure.

Return on assets (ROA) is a profitability metric that indicates the amount of profit a company earns from its assets. It serves as a measure of how effectively a company's management is utilizing its available economic resources. ROA is represented as a percentage, with higher values generally indicating better performance**.** Return on Assets is used to predict the ability of the firms to make a future profit form a firm. ROA is discussed as a fundamental ratio for forecasting future profitability. Return on Assets and Earnings per Share. Among other financial measures, ROA is a more superior measure on profitability and good indicator of corporate governance since it indicates how well the management is doing as it shows how much profit each stockholders' equity generate. These variables have been used by different researchers in various ways to ascertain the need for the involvement of board members in firms. Firm size helps to reveal the growth and maturity of the organization and the total assets of the firm, measured as the natural logarithm of total assets. Return on Assets (ROA) is a comprehensive measure of the overall firm performance from the accounting viewpoint of profit as a proportion of that assets including the fixed assets. It is an important aspect in the assessment of the profitability of an organization. The bigger the fraction of assets with average profit, the higher the consequent returning on total assets[17]. As such, the return on assets is the measure of the value of a firm's assets in proportion to its earnings over a specific period of time. It also compares a company's profitability to its total assets and measures the profit earned per assets. In this way, the return on asset demonstrates how effectively an organization uses the actual assets possessed to generate profit[17]. Hence, it is a useful indicator for comparing the profitability of a firm with

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similar business risk profiles. This is so because, it caused variations in financial profitability. It is calculated by dividing profit by total assets.

2.1.4 Return on Equity (ROE)

Return on Equity (ROE) is an important financial measure that assesses a company's capacity to generate earnings from its invested shareholders' equity[18]. The return on equity is an all time overall measure of business financial success. It is the statistic used to assess how well a firm makes revenue, utilizing equity or capital given by investors and the cumulative retained earnings. The return on equity relates the balance sheet's shareholders' equity to the income statement's net profit or loss. Return on Equity (ROE) is determined by dividing a company's net profit by its average shareholders' equity, showing the percentage of return generated on the investment made by shareholders. This indicator essentially assesses how effectively a company uses the equity capital invested by its shareholders to produce earnings. The higher ROE implies that the company is effectively employing its equity capital, resulting in increased profitability for shareholders[19]. investors often view a strong ROE as an indicator of effective management and a company's ability to deliver solid returns on shareholders' investments. ROE is valuable for assessing the financial health and performance of a company, particularly in terms of its ability to generate returns for shareholders. It provides insights into the effectiveness of management in deploying equity and serves as a crucial benchmark for investors and analysis when evaluating investment opportunities. As such, return on equity is popular among analyst, financial managers and shareholder in part because it is the result of organized financial ratio analysis, also known as Du point analysis[17]. The return for each unit of money that becomes the firm's capital it is

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calculated using ratio, profitability, asset turnover and financial leverage in effect, the return on investment may be increased through the boosting of profitability, more efficiently using assets and increasing financial leverage. This used to asses a firm's ability to generate profits from its own resource. In this manner profitability has an effect on stock return[20]. Also, when return on asset is increased, It is an indication that the company is doing well. It also indicates how successfully management leveraged the money put up by shareholders to generate profits and business growth, since return on equity essentially measures the rate of return that owners of common stock in a company get on with their investment. Thus Return on equity measures a company's ability to turn equity investment into net profit. It is one of the most popular and arguably the most extensively utilized, overall indicators of business financial success[21].

Return on Equity is one of the key financial performance indicators. It is a measurement of financial performance arrived at by dividing net income by shareholder equity. This measure is also used by other researchers to measure firm performance. It is measured as net profit after tax divided by total equity. It should be noted that return on equity is a proxy for firm performance. In other words, it can be used interchangeably.

There are two main reasons for the widespread use of financial performance measure as a tool to measure performance. The first reason being that profit articulates directly with the organization's long-time objectives which are almost always purely financial. The second reason is that properly selected financial performance measures provide on aggregate view of an organization's performance[22]. The return on equity ratio indicates how effectively an individual's invested capital is being utilized. A higher ratio signifies more efficient use of that investment. A shareholder's return on equity (ROE) on his /her investment in an organization is computed. A greater stock return is the outcome of

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better performance. Profitability has an impact on stock returns. Stock return will increase as a consequence of this circumstance since stock prices will rise. While return on equity calculates profit as a proportion of bank equity, return on assets calculates profit as a percentage of all assets. These results are reflected in the firms' Return on Equity. ROE assesses a business capacity to convert equity investment into net profit[23]. Essentially, return on equity (ROE) measures the organization's profitability for its shareholders after covering all expenses and taxes[24].

2.1.5 Customer Satisfaction

The literature on customer satisfaction provides substantial evidence for its significance for corporate success. Although, it is multi facet concept, customer satisfaction is an integral part of corporate governance. It is the level of approval that people with an interest in the business activities have in mind and which influences the performance of the business. Customer satisfaction reflects how well a company meets or surpasses customer expectations with its products or services. It is more than just a measurement, it's an attitude that should be embedded throughout the entire organization, influencing everything from product creation to customer support[25]. Satisfied customer are more nicely to become loyal and active members, recommend the business to other and maintain long term relationship, leading to increase results for the firm. Customer is very important as it influences the choices the various interest group such as customer, partner regulators, investors, suppliers and communities make about their involvement in the activities or affairs of an organization. The factors that are critical to the satisfaction of customers are many. Amongst them are equity of treatment, prompt communication, honesty, empathy and holistic information. Thus, the satisfaction of both the internal and external customer is very important for business goal accomplishment.

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2.2 Corporate Governance

Corporate governance remains a focus for discussion after decades of many scandals in corporations and banking failures globally. It has a considerable effect on the economy as it ensures returns to investors by minimizing associated investment risks and contributes to businesses' success. Corporate governance is the direction of company's growth and development in all its ramifications, relationship between board of directors and management, spheres of accountability and disclosures. It consists of rules relating to management control, accountability and responsibility. Corporate governance refers to the system of relationships among a company's management, board of directors, shareholders, and other stakeholders. This system establishes the framework for setting the company's goals, deciding how to achieve them, and monitoring the company's performance. It also offers a structure through which those who finance the company can ensure they receive returns on their investments[26]. It is the twilight zone of a firm. Every business organization has the intention to continue its existence to perpetuity through sustainable performance. The ability to maintain high profitability and return on investment by a firm depends on the robustness of corporate governance in making healthy strategic decisions. Corporate governance is about what the board of company does and how it sets the values of the company. It is also about all the influences affecting the institutional process including the managers involved in the production of goods or services. This is because corporate governance provides the framework by which companies are efficiently directed and controlled towards maximizing the wealth creating objective of the firms. Corporate governance is a complex concept that often varies depending on the power dynamics among capital providers, managers, and owners. It is a process designed to enhance overall organizational performance by fostering trust, ensuring transparency, and promoting accountability through effective channels for information disclosure[27]. Corporate governance has the structure that

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controls an organization's direction and operations[28]. While the control component emphasizes the board's function in supervising executive management in carrying out plans and strategies, the directing part deals with the board's responsibilities for strategic positioning and planning to improve corporate performance. Corporate governance, which includes a variety of policies, procedures, and regulations, is essential in ensuring business transparency, fairness, and alignment with stakeholder interests, significantly impacting firm performance. CG as the framework for decision making and effective management relationships, fostering organizational integrity to enhance firm performance for the benefit of all stakeholders, a mechanism promoting fairness, transparency and accountability[29]. Moreover, strong governance practices are acknowledged as a factor that can give companies a competitive advantage and are positively linked to improved firm performance when implemented effectively[30]. Corporate governance is the process of exercising organizational power by combining all of the portfolio's components in order to maximize shareholder value[28]. As such, Companies with strong corporate governance systems are often rewarded by investors and markets through higher valuations. Effective corporate governance is fundamental to a company's survival and success. Firms that maintain solid governance structures are consistently valued more highly by capital markets because these frameworks provide investors with confidence in efficient capital management and risk reduction, while also supporting the long-term sustainability of the organization[31]. Although corporate governance has been a primary focus in developed nations, it has unmistakably emerged as a global concern that all countries must address, irrespective of their level of economic development. The advantages of corporate governance includes fostering moral rectitude among employees, protecting stakeholder rights and resources, increasing public trust and drawing in foreign investment. It relates to the process of making decisions and carrying them out; its definitions vary depending on the organization. CG is a system of checks and balances between the investors, management, and board that promotes the

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effective operation of organizations for the production of long term value[28]. It serves as the framework that makes directors accountable to shareholders for effective management, prioritizing ethics and moral values over business and shareholder interests. Fundamentally, it is the method through which the board of directors oversees a company with transparency, responsibility, and a commitment to integrity[32]. It inspires and strengthens investor's confidence by ensuring the firm's commitment to higher growth and profits. Thus, the basic rationale of corporate governance is to increase performance of firms by structuring and sustaining initiatives that motivate insiders to maximize firm's operation[33]. In deed, it is the soul of corporate business. The effectiveness of corporate governance sometime determines the extent of performance which provides a microscopic view of the organizations well-being. Good corporate governance should provide proper incentives for the board and management to pursue objectives that are in the interests of the company and its shareholders and should facilitate effective monitoring. There, is therefore an overwhelming influence of corporate governance on corporate performance[34].

A system of protections known as corporate governance is employed by outside investors to prevent insiders, such as managers and controlling shareholders from stealing their money. they then give specific examples of the different expropriation techniques, insiders may choose to overpay management, take advantage of business opportunities, assign unfit family members to executive roles, or just siphon off revenues. They might even offer to sell the products, assets or securities of the company they run at a discount to market value to another company they own. Accordingly, corporate governance can be viewed from at least two major perspectives: "the narrow and the broad." The narrow perspective in this regard refers to the agency and shareholder value theories of corporate governance, while the broad perspective refers to the stewardship, stakeholder, resource dependency, political and value–synergy theories

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of corporate governance. In the narrow perspective, corporate governance primarily is concerned with ensuring that the firm is run in the best interest of shareholders. The ultimate goal here is to ensure that corporate management practice is geared towards maximizing shareholders value alone. The proponents of this perspective generally define corporate governance as the process by which suppliers of funds exert control over managers in order to ensure that their capital is not only safe from being expropriated, also earn a return on their investment. However, this perspective of corporate governance suffers the weakness of relegating corporate polity by looking at only one side of the many-sided components of a firm. This is because it only considers the relevance and rewards of suppliers of funds and ignores the vital aspects of governance structure and process.

In contrast, the broad perspective of corporate governance views corporate control primarily as being concerned with ensuring that the firms are managed in such a way that corporations' resources are used efficiently in the best interest of all stakeholders. The ultimate objective is to ensure that corporate governance practice is operated towards making contributions to every stakeholder. However, it has also been argued that the broad perspective suffers from the inability to provide the structures and processes of achieving the meditating role of corporate direction. Based on this view, many scholars have defined corporate governance as a mechanism that is concerned with ways in which all stakeholders interested in the organizational well–being attempt to ensure that managers and other insiders take measures that safeguard the interest of the stakeholders. Every other definition of Corporate governance is grounded in two main perspectives, which have contributed to its prominence worldwide in both developed and developing nations. It has become a vital institutional framework globally, shaped by (1) the shareholder primacy approach that focuses on protecting investors, and (2) the

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stakeholder theory that calls for wider accountability to society. This dual foundation has made corporate governance a key policy focus across advanced and emerging economies alike. Corporate governance in a global setting involves examining its development, theoretical foundations, and real-world applications. Highlighting its critical role in enhancing organizational success, ensuring accountability, and encouraging ethical behavior, the analysis incorporates insights from finance, law, management, and economics. The dynamic tension between agency theory and stakeholder theory reflects the varied corporate governance approaches seen worldwide, influenced by legal, cultural, and institutional differences. Additionally, the close connection between corporate governance and corporate social responsibility emphasizes the growing expectation for businesses to incorporate social and environmental concerns into their strategies and operations[35]. The concept is structured and processed to direct and control corporations and to account for their operations.

The focus and trend of corporate governance for code of best practices started in early 1990's in the United Kingdom and United States of America in reaction to the scandals exposed in the corporate performance of leading companies. The scandal has exposed many multinational firms with a high-profile corporate scandals, unexpected corporate non-success, unprofessional behaviors by the corporate managers that led to a series of high-profile corporate malpractices and bankruptcies, notably in developed and emerging economies (Harvey Pamburai, Chamisa, Abdulla & Smith, 2015; Lawal, 2012). The collapse of the One Tel 2001, Enron 2001, Commerce bank 2001 Tayco, World Com, Global Crossing 2002 respectively, Marconi 2005; Norther Rock 2007, Goldman Sachs 2007, Fanny Mae 2008, Lehman Brothers 2008 and Freddy Mac 2008 are among the examples cited in the corporate governance study (Adegbite, 2015; Al-matari, 2014; Ehikioya, 2009; Harvey Pamburai et al, 2015; Lawal, 2012; Rossi, Nerico & Capasso,

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2015; Samaduzzaman, Zaman & Quazi, 2015). It has been put forward that the scandals resulted in a loss of more than USD 7 trillion of investors funds. The failure of corporate governance often arises when the structure and mechanism meant to ensure transparency and accountability breaks down[35].

Over the past 20 years and so, the US, UK, together with other developing, developed and emerging economy have initiated a series of legislative and investigations into what really went wrong and the ways forward to improve the corporate performance of various companies globally Lack of managerial opportunism, lack of sustainability integration, active board oversight, non-systematic engagement or stakeholders and non alignment of governance incentive with long term value creation are some of these reasons.

In Africa, especially Nigeria, an increased attention has been given to the area of corporate governance which lately collapsed of notable leading banking sectors in the country such as Finbank, Bank PHB, Bank of the North, Afribank, Oceanic Bank and Intercontinental Bank among others. This is due to the practices of corruptions in the system, reckless loan provision, loans given to family member without paying back, bad debt, unethical banking practices, including the inflation of revenue, the distortion and manipulation of financial statement, diversion of bank funds and granting of unsecured credit facilities without proper authorization were is still found operating in the financial services and other Nigeria companiee. No doubt, corporate governance failure is still a recurring problem which usually dermined performance. Short terminism, lack of strategic focus, resistance to the adoption of corporate governance best practices continue to serve as inhibitory factors of corporate governance[36]. In this vein, embedding sustainability initiatives into corporate governance can be a strategic driver of

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competitive edge for manufacturing industries. Efforts to improve the practices of corporate governance and eradicate various scandals in Nigerian industry began in the early 2003 after establishment of first code of best practice by Security and Exchange Commission (SEC) in 2003 and agencies like Central Bank of Nigeria (CBN), NCC, NAHCOM, PENCOM to come up with specific codes. CBN reforms of merger and acquisition of commercial banks in 2004 in line with the International Monetary Fund (IMF) and world bank policy, Nigeria CBN initiated a banking reform title "consolidation reform" which at the end of consolidation reforms of N25billion drastically reduces the number of banking sectors from 89 to 24. Since then, the total number of commercial banks has remained unchanged, but 9 of the 24 banks losses their approval/license to other key players that replace their existing license recently.

Consequently, prior studies contended that the collapse of major corporate institutions in both developed and developing economies are attributed to lack of corporate governance practice that found many institutions with guilty of financial manipulation and distortion of funds.

In Nigeria, the national code of corporate governance could not provide any standard definition but defines the concept in a similar way as that of international Monetary Funds (IMF) does as the rules, processes, or laws by which institutions are operated, regulated and governed, governance covers all aspects of how a country is governed, including its economic policies, regulatory framework, and adherence to the rule of law[36]. The Asian Development Authority has defined corporate governance as the manner in which authority is exercised in the management of a country's social and economic resources for development. Corporate governance (CG) is frequently divided

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into rule-based and principle-based approaches to regulation, particularly within unique institutional settings. This division is influenced by the nature, strength, and interrelationships of the institutional arrangements present. Grounded in institutional theory, this study conceptualizes CG practices and frameworks as shaped and guided by institutional forces. It also investigates the primary institutional factors that drive effective corporate governance practices in the context of an emerging economy[37]. In this vein, it is seen as the set of structures, processes, customs, policies, laws, and institutions affecting the way corporate firms are directed, administered or controlled as well as the relationships among the many stakeholders involved. The purpose of corporate governance is to assist firms to gain the confidence of investors and creditors and the firm to attract low-cost investment and the goals for which the corporation is governance. Corporate governance, commonly defined as the oversight and management of companies, centers on the responsibilities of the board, which holds ultimate authority over a firm's performance. Corporate governance systems are designed to promote the efficient utilization of resources while ensuring accountability in managing those resources. They also strive to maintain a balance between a company's economic objectives and its social responsibilities, as well as between the interests of individuals and the wider community. As a result, a robust corporate governance framework is widely regarded as the most effective mechanism for protecting investors' rights and their investments, ultimately contributing to improved financial outcomes[38]. This makes corporate governance to be referred and understood as the system in which the authority of a corporation is exercised to manage its total portfolio of socio and economic resources effectively with the aim of increasing and maximizing shareholders' value and simultaneously safeguarding the interest of other stakeholders in alignment with the organization's corporate mission and strategic objectives[39].

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Furthermore, it can be described as the process by which persons entrusted with the responsibility of running directing and controlling the firm to ensure accountability, transparency and fairness in the determination of the performance of the firm in the interest of all stakeholders. Accordingly, corporate governance establishes a culture of behaviour in an organization, while employing and deploying the requisite resources for planned performance in a manner that the corporate goals will be attained. Hence, Corporate governance is necessary to ease differences of opinion among the stakeholders, especially shareholders and executives so that organizational stakeholders" performance can be improved. Corporate governance clarifies who holds authority and responsibility within an organization and who is responsible for making key decisions. Essentially, it serves as a framework or toolkit that helps management and the board navigate the complexities of operating a company more effectively. It guarantees that companies implement proper decision-making procedures and control mechanisms to ensure the interests of all stakeholders—such as shareholders, employees, suppliers, customers, and the wider community—are fairly considered and balanced[40]**.** In effect, corporate governance essentially requires balancing the interest of the many diverse groups in a firm which includes its shareholders, management, customers, suppliers, financiers, employees, lenders, government and the society at large[41].

2.2.1 Purposes and Objectives of Corporate Governance

The primary objective of sound corporate governance is to improve corporate performance and accountability and create long-term shareholder value by monitoring those parties within a company which control the resources owned by investors. It is also to establish a transparent working environment and enhance firm's companies. Good corporate governance rules and regulations aim to enhance and commonly acknowledge

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the concepts of monitoring and to improve the performance of companies[42]. Good corporate governance is commonly acknowledged to improve company performance. This is because it eliminates conflict of interest and ensures that the assets of an organization are used efficiently and productively in the best interest of the investors. In this way, the purpose of corporate governance is to facilitate effective, entrepreneurial and prudent management that can deliver the long-term success of the company, and to align as nearly as possible the interests of individuals, corporations and society[43]. Corporate governance objective in Nigeria is to enhance corporate responsibility and transparency. It aims to increase directors' fiduciary responsibility and ethical behaviour in managing businesses. However, the efficacy of Nigeria's corporate governance reforms has been called into question due to recent incidents in several private firms. The main purposes of corporate governance are thus to ensure that the board, as representatives of shareholders, protects the company's resources and allocates them in a manner to meet the company's goal; ensure that those governing and managing the company properly account to its stakeholders; and ensure that both shareholders and stakeholders can and do hold the board to account for their management and control of the company[44]. More importantly, the objectives and significance of corporate governance include: ensuring that those responsible for directing and controlling the activities of a company comply with ethical standards and relevant legislation; restoring lack of confidence perceived by the public as regards financial information and reporting; to fighting against corruption and promote good labour relationship. Consequently, corporate governance is developed with the primary purpose of promoting a transparent and efficient system that will engender the rule of law and encourage division of responsibility in a professional and objective manner[21].

2.2.2 Core Attributes of Effective Corporate Governance System

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It is important to understand the core qualities required within the frame of corporate governance system in making it effective and reliable. These attributes are by principle required to be binding on all persons that have explicitly consented to the corporate custom. The three key principles of corporate governance are openness, integrity and accountability.. Good corporate governance is honesty and is fundamental for a firm in different ways as it improves firm image, increases shareholders confidence and reduce the risk of fraudulent activities[45]

In practice, there are four principles of good corporate governance, which are: transparency, accountability, responsibility and fairness. In this respect, the foundation to sound corporate governance is fundamentally built on the ethical behavior of individuals, which is directed by their personal moral principles[45,46]. Characteristics which are important in the development of an appropriate moral standard include: fairness, openness, independence, integrity, transparency, accountability, probity, responsibility, reputation and judgement[47]. Hence, corporate governance, has always played a fundamental role in monitoring and controlling the proper functioning of business process transparently[48].

2.2.3 Importance of Corporate Governance

Corporate governance is important as it is essential to restoring public trust and confidence in organization. It also strengthens the control structure of a business, which "increases accountability of management and maximizes sustainable wealth creation". The monitoring and advisory roles of governance attributes in terms of controlling and directing management activities enhance firm performance in several wayss[49]. Good corporate government may cause the share price to rise – which can be referred to as the 'corporate governance dividend'. Good corporate governance may cause a firm to be

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socially responsible and a socially responsible organization is more attractive to customers and investors; which may shore up revenues and share price. It also helps the firm to gain confidence of investors and creditors and also matches the firm to enjoy competitive advantage[50].

Corporate governance is concerned primarily with protecting weak and widely dispersed shareholders against self–interested directors and managers. It is focused on preventing corporate collapses and maximizing profitability objective of the firm. Nigeria has implemented several legislative and regulatory frameworks to promote accountability, transparency and ethical behaviour in the corporate sector, notable examples include the Corporate and Allied matters Act of 2020 as amended, the 2003 Security and Exchange Commission (SEC) code of best practices in corporate governance, and the 2006 Central bank of Nigeria (CBN) code of corporate governance for banks in Nigeria. These changes have played a crucial role in creating the corporate governance structure in the country.

Despite rigorous regulatory efforts, the effective implementation of corporate governance reforms in Nigeria faces significant hurdles. A major obstacle is the deeply entrenched culture of systemic corruption and political favoritism, which often results in weak regulatory frameworks and reluctance by governmental bodies to enforce compliance and monitoring effectively[51]. Good corporate governance is also germane to securing investor confidence in any organization and for a company to grow and develop, its governance process and structure must be well managed to safeguards corruption and promote transparency in the firm affairs. While good corporate governance can contribute to sustainable performance of companies by increasing their access to global capital, it can conversely create poor corporate governance which may

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weaken a company's potential and lead to financial difficulties[13]. Thus, poorly governed firms do not only pose a risk to themselves; they do to other organization and could indeed pull down the capital market in any nation's economy.

2.2.4 Indicators of Corporate Governance

Corporate governance as a global phenomenon has many universal features such as size of board of directors, board composition CEO duality, board independence and ownership structure and board dynamism.

2.2.5 Board Size

The extant literature has identified size of board of directors as one of the characteristics of corporate governance. Board size refers to the total number of directors including executive, non-executive, and independent directors sitting on the board of an organization[52]. The effectiveness of decision making procedures is a subject of constant discussion, especially in relation to the size of boards. Determining the ideal board size for an organization is very important because the number and quality of directors in a firm determine and influence the board functioning and corporate profitability. The larger board might potentially provide the CEO greater sway in the process of making decisions. The size of the board plays a crucial role as a governance mechanism in embedding governance practices within financial markets. The optimal size of a board is a recurring topic in corporate governance studies, and it remains a researchable area due to inconsistent perspectives, both theoretically and empirically. The primary role of the board of directors is to oversee management and offer guidance aimed at maximizing shareholder wealth. Current financial research examines how different board

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characteristics impact the board's ability to provide recommendations and carry out supervisory duties. One argument in favor of larger boards is that they allow for more non-executive directors, enhancing oversight of management. Additionally, bigger boards often include professionals with diverse expertise, which can lead to higher-quality decision-making due to the varied perspectives represented[52]. It is said to be the total number of directors that can influence the corporate governance practices in an organization. A board of directors should not be too large or too small in number in a way as to distort the company's operating performance. Therefore, board size should be considerable as it influences the overall performance of a firm. It in fact plays a significant role in affecting the shareholders' value in developing the markets operations. To enhance the effectiveness of the board of directors, it is essential to examine how the board's size relates to corporate performance. The first perspective argues that smaller boards are more effective at maximizing shareholder wealth, drawing on agency theory. Smaller boards tend to exert greater effort and are considered more effective in overseeing and controlling management, as each member actively engages in their monitoring responsibilities within the firm. It suggests that larger boards increase communication and coordination costs, exacerbate free-riding among directors, and intensify agency problems. In contrast, a smaller board can mitigate these issues, enhance decision-making efficiency, and better align managerial actions with shareholder interests.

On the other hand, resource dependence theory presents a different view, with some research supporting a positive link between board size and firm performance. Advocates of this perspective argue that larger boards bring greater expertise and specialists, broader networks, and more diverse resources, which can improve organizational performance by strengthening and improving strategic decision-making procedures and

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external relationships. Thus, they contend that increasing board size has a beneficial effect on a company's success[52,53]. Furthermore, when a board gets too big, it becomes difficult to coordinate and for it to process and solve emerging strategic problems of the organization. The board size helps to provide a sufficient number of board committees that serve as the thinking tank of the entire boards and facilitates quick and encompassing strategic decision – making process. Large boards could provide the differences that would help organizations to secure critical resources and reduce environmental uncertainties for the effective monitoring of corporation, there is a need for a forum that brings together an individual to operate as one entity which is referred to as the board. Regulatory agencies provide for companies to have board of directors[54]. The ongoing discussion about the ideal size of a board highlights differing opinions and emphasizes the need for further research and empirical study. The size of the board of directors remains a vital aspect of corporate governance, influencing both private and public enterprises.

2.2.6 Board Composition

Corporate governance plays a vital and fundamental role in maintaining an appropriate balance in the corporation's system. With the help of a balanced corporate system, duties, organizational tasks and goal achievements can be handled effectively. The balanced corporate governance system basically outlines the relationship between stakeholders, management, and the company's board of directors. Thus, the composition of the board of directors plays a pivotal role in the governance of the company. There are a lot of reasons why companies are more aware of its importance. Researchers are interested in various aspects of corporate governance, as its many different aspects have an effective impact on financial performance, level of disclosure, etc. Moreover,

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corporate governance is essential for every marketplace to build trust, as it is important to gain investors' attention and prove that the company is trustworthy by the independence presented in the board of directors. The proper composition of the board of directors must be carefully considered, given its substantial effect on numerous areas, including the achievement of strategic objectives, shaping the company's operations and success, as well as overseeing and guiding management[55]. Board composition refers to the proportion of independent non-executive directors compared to the total directors serving on the board**.** It is the proportion of those directors serving on the board who do not hold management positions in the company. Board composition is the ratio of non-executive and independent non-executive directors or outside directors to the overall board size. The majority of board members shall be non-executive directors, at least one of whom should be an independent director. This provision implies that a board of directors should consist of three categories of members: Executive director, non-executive director and independent non-executive director. This means that the larger proportion of the directors serving on the board should be non-executive directors. Considering the minimum requirement of five 5 board members and at least one (1) independent non-executive director in 2011 code, it suggests a board composition of non-executive and independent directors to executive directors – factor of 4:1. This indicates that 80% of the board size should be the maximum of the board composition. The aftermath of the board composition is that there should be a higher number of non-executive directors in the board membership if the corporate governance practice of firms is to be effective and seen as being effective should not be less than half of the number of non-executive director.

In Nigeria, the ratio of non-executive directors to executive directors on the board has increased remarkably since the introduction of 2003 code of corporate governance for

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public companies in the country and this is a factor of almost 4.1[56]. Although, it has been argued that the effectiveness of a board depends on the optimal mix of inside and outside directors, there is very little theory on the determinant of an optimal board composition. The outside directors, in addition to providing valuable access to resources and information, also protect shareholders' interests since they do not have the same concern with their employment or advancement opportunities. The makeup of the board of directors is a vital element of corporate governance. Executive directors, who represent the company's management, are complemented by independent directors who offer an outside viewpoint and a varied range of skills. Since independent directors are not engaged in the company's daily operations, they can deliver impartial advice and question existing practices when needed.

The significance of independent directors in maintaining effective corporate governance in today's fast-evolving business landscape is immense. Within the board of directors, independent directors are essential for ensuring oversight, accountability, and ethical decision-making. Their knowledge, objectivity, and separation from the management team are key to protecting stakeholders' interests and fostering long-term sustainable development. The qualifications for independent directors can differ depending on the jurisdiction and industry, but they generally include a blend of experience, skills, and strong ethical standards. Some scholars explored the impact of "industry-specific human capital" on board composition, demonstrating a positive correlation between relevant board member experience and firm risk management effectiveness. Similarly, intellectuals highlight the importance of functional expertise on boards, finding that firms with directors possessing financial expertise exhibit superior financial performance, particularly during periods of economic downturn. Beyond expertise, the broader background of board members also plays a crucial role. As Klein and Zurbrügg,

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pointed out, the effectiveness of specific board characteristics hinges on various moderating factors, including firm size, industry context, and corporate governance practices. Moreover, boardroom dynamics, leadership, and information flow between the board and management play significant roles in translating individual expertise and diverse backgrounds into tangible performance gains.

This study emphasizes the critical role of board composition in organizational success. Business managers are advised to recruit board members with diverse expertise in accounting and finance to enhance decision-making and financial oversight. They should carefully evaluate board size to balance diverse perspectives with efficient communication. Managers need to actively watch for unethical profit management practices by utilizing predictive analytics to gain strategic insights. Effectively interpreting these insights within the specific industry and organizational context is essential for successful implementation and long-term growth. These directors commonly have broad industry knowledge, financial expertise, legal understanding, or specialized domain skills pertinent to the company's activities. Their qualifications are crucial for effectively tackling complex issues and making well-informed decisions in the company's best interest. The influence of independent directors on the effectiveness of the board and its decision-making is highly significant. Their objective viewpoint and willingness to pose critical questions help cultivate a boardroom culture centered on transparency and accountability. Independent directors scrutinize management's assumptions, offer valuable perspectives, and ensure management is answerable for their decisions. This active involvement leads to stronger decision-making processes and strengthens the organization's overall governance structure.

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Nonetheless, serving as an independent director comes with its own set of challenges. They must carefully balance the interests of different stakeholders, navigate intricate regulatory frameworks, and manage potential conflicts of interest. Additionally, independent directors need to remain informed about emerging trends, developing governance practices, and regulatory changes to perform their roles effectively. Independent boards enhance and also promote board activism because the directors would objectively challenge, scrutinize and criticize the decisions of the management without conflicts of interest[57]. This ensures that management is taking the right decisions in the interest of stakeholders which translate into superior performance. Research into determining the ideal board size indicates that no single set of criteria applies universally to board composition.

2.2.8 Board Skills and Competence

Board members require a high degree of specialized knowledge and skills to function effectively in corporate governance.

Skills may be defined as the ability to apply knowledge and use know-how to complete tasks and solve useful problems, typically in the workplace[58]. The modern workplace requires a clear grasp of workforce capabilities, and organizations often face the challenge of deciding whether to emphasize competencies or skills in defining work roles, developing employees, and managing talent. Although both competencies and skills are crucial, they serve distinct purposes and offer different benefits and limitations.

Skills are specific, measurable abilities that an individual learns and applies to perform particular tasks, which can be acquired and demonstrated through training and practice. Skills tend to be agile and adaptable, making them valuable in rapidly changing industries requiring continual upskilling and operational flexibility. The skills-based

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approach targets distinct, quantifiable abilities that can be readily refreshed and utilized across different roles. Skills are more detailed and flexible. This approach is especially beneficial in fast-evolving industries driven by technological advancements, where board members need to constantly acquire and apply new skills. By focusing on skills, organizations can swiftly pinpoint talent shortages, enhance employee and board capabilities, and align their workforce with changing job demands.

Skills are easier to learn and show compared to broader competencies, making a focus on skills especially useful for enhancing workforce flexibility, supporting project-based tasks, and fostering collaboration across different functions. A skill refers to a particular, acquired capability or expertise that allows someone to complete a task. These abilities are quantifiable and can be improved progressively through training, hands-on practice, or experience[59].

Conversely, competencies encompass a broader set of attributes including knowledge, behaviors, and attitudes needed to perform a role effectively. They provide a holistic view of an individual's ability, integrating multiple skills along with contextual and behavioral components. Competencies support long-term strategic goals, career development, and organizational alignment but can be rigid, slower to update, and more resource-intensive to assess and maintain. It offers a complete assessment of an individual's capability to excel in a role, covering not just technical skills but also behavioral traits, interpersonal abilities, and situational understanding. This well-rounded perspective enables organizations to align their workforce with broader strategic objectives, ensuring members have the necessary mix of expertise, conduct, and mindset to thrive.

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However, competency frameworks can be rigid and slow to adapt, often failing to match the speed of today's dynamic workplace. Because they are usually broad and role-specific, updating them to align with shifting industry demands can take considerable time. Additionally, competency-based approaches necessitate comprehensive testing and validation, increasing both financial and administrative burdens for effective upkeep.

Organizations need a structured way to define and communicate work-related expectations. Competencies and skills provide this structure, but they operate at different levels of granularity. Competencies offer a broader framework that includes foundational abilities, making them useful for long-term career development, succession planning, and organizational alignment. Meanwhile, skills act as the building blocks of work, allowing organizations to track, measure, and refine workforce capabilities with precision. Using a common language that integrates both competencies and skills can bridge the gap between strategy and execution. Companies that successfully balance the two can ensure that their workforce remains both strategically aligned and operationally flexible.

Amongst, the several characteristics evolved for ensuring good corporate governance, the skills and competences of the board of directors remain prominent in developing corporate conscience and core value. Therefore, board skill is s a fundamental element for improving the effectiveness of the board. The knowledge and skills most relevant to boards are in two dimensions: (1) functional area expertise (e.g., finance, digital transformation, ESG) knowledge and skills and and (2) firm-specific knowledge and skill (e.g., industry dynamics, organizational culture). This dual requirement emerges from directors' dual roles as strategic advisors (leveraging generalized expertise). As a result of this dual role the manager in a sole board system faces a trade off concerning the amount of information he discloses to the board. On the one hand if he reveals his

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information he gets better advice. On the other hand the board may change its opinion of his ability on the basis of his information[60]. Functional knowledge skills are accounting, finance, marketing, and law. In addition to these, administration knowledge is necessary. The firm specific skills are ones that are directly related to the organization's operational activities. Board members can either possess these skills or have access to external networks that can provide them. Issues of corporate governance need corporate skills and knowledge to achieve good results. In this regard, if boards are to perform their monitoring and, advisory roles service tasks effectively, they must be able to combine their knowledge of various functional areas and apply them properly to firm–specific issues. Also, if board members are to add more value, make positive contribution to corporate growth and development, they must be able to challenge conventional thinking and question current practices, However, this can only be achieved when the board members have acquired the necessary skills and expertise needed to provide and communicate clear direction, a distinctive vision, compelling purpose, achievable goals and clear objectives. In Nigeria, Section 4.4 of 2011 SEC Code of Corporate Governance contains that the members of the board should be individuals with upright personal characteristics, relevant core competences and entrepreneurial spirit. Accordingly, the board of directors should have a record of tangible achievement and should be knowledgeable in board matters as well as possess the sense of accountability, integrity and be committed to the tasks of good corporate governance. Whether to prioritize competencies or skills depends on organizational aims. Competencies support strategic, future-focused workforce planning, whereas skills enable rapid adaptation to immediate and evolving role demands.

In summary, while skills focus on what an individual can do in specific tasks, competencies represent how well they apply a combination of skills and behaviors to

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succeed in their role. Organizations aiming for a balanced approach often leverage both: competencies to guide strategic talent development and workforce planning, and skills to ensure tactical agility and responsiveness to evolving job demands. This complementary use helps build a workforce that is both strategically aligned and operationally adaptable.

2.2.8 CEO Ownership Structure

CEO is hired by the shareholders (owners of a company) to manage their firm through making strategic and operational decisions[61]. It is one of the mechanisms in corporate governance. Chief executive officer ownership shows the amount of stock ownership as measured by percentage of total shares owned by CEO of the Company. It is the number of stocks owned by the management staff in an organization when compared with total stock of the company. CEO ownership is considered as a power source of power both in theory and in practice and can impact on how companies make decision. CEOs are expected to act in the best interests of the company instead of making decisions based on their own interests. The characteristics of a CEO significantly impact how decisions are made to benefit the company, which subsequently influences the firm's results and overall performance.

The concentration of ownership is considered as the tool for aligning the CEO self-intrinsic behaviour to reduce the agency conflict to a achieve the value maximization objective of the firm. CEO ownership structure is perhaps among the most significant corporate governance factor[62]. This is because it determines the balance of power within the, organization, which can easily affect governance practices and behaviours. It also deals with crucial and observable decision in corporate life Thus, the CEO ownership structure has a dominating influence on the value of the firm and not insiders or other managers' holdings.

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2.2.9 Board Dynamics

Dynamics is a concept which embraces all the processes and attitudes that exist between groups, members and which influences the path of success of the group. Within this context, board dynamics are the ways individual company director interact with each other during board meeting. It is the persistent way in the interaction of the board[63]. This entails how they speak to each other, how and also how they reach conclusion and make decisions on business activities. More importantly, board dynamics is about board directors behaviour, whether as individual or in group which influences the way members of the board are perceived. As such, board dynamics is a structure for success which defines the board deliverables, by distributing policy making throughout all levels of the firms. Corporate boards play a crucial role as primary drivers of decision-making and strategic guidance, essential for leading organizations through periods of transformation[64]. All the interaction between board members and which influences their actions are considered as board dynamics.

As central components of corporate governance, boards play a focal role in shaping the trajectory of organizational transformation. Whether facilitating innovation, adapting to market shifts, or responding to internal and external pressures, boards are at the forefront of navigating organizations through change. As organizations grapple with the imperative to adapt, understanding the dynamics within corporate boards becomes a critical area of inquiry.

Thus, negative board dynamics have been observed as contributing to winner performance issue damaging corporate behaviours and sending negative signals to stakeholders. The strength of board dynamics is shown by the board's capacity to guide the organization through unavoidable challenges, using them as chances for growth and

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improvement[65]. Effective board dynamics are demonstrated through cooperative decision-making that leverages the combined expertise and insights of varied board members.

2.2.10 Board Diversity

Board diversity is the proportion of female directors to the total number of directors on the board[66]. Board diversity encompasses the variety of characteristics present among board members, including their experiences, personality traits, ages, professional and leadership backgrounds, learning styles, genders, values, and educational qualifications. The concept often extends to factors like board independence, CEO duality, and director ownership. It serves as a vital tool in corporate governance, with improving board diversity being a key approach to strengthening governance practices. It involves several structural elements such as gender, age and ethnicity.

Board diversity includes various attributes such as the makeup of the board, the members' backgrounds, and their expertise in developing policies that promote organizational growth. Among these, gender diversity and national diversity are two key components. Diversity in gender can augment social consciousness and compassion. Promoting diverse perspectives and overcoming challenges can lead to improved organizational efficiency. A notable 90% of female directors and 56% of male directors recognized that women contribute valuable fresh perspectives and diverse thinking to boards of directors. This inclusion of different viewpoints enhances decision-making and drives better outcomes for organizations. Over the years, there have been agitations for the inclusion of women in places of leadership. Among the twenty most capitalized companies in Nigeria, three have women serving as the chairpersons of their boards. Traditionally, the boardrooms are dominated by males thereby creating little or no

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opportunity for women to contribute their contributions to the firm. Studies indicate that females demonstrate greater levels of cooperation and trustworthiness in comparison to males, leading to a favorable influence on board dynamics**.** Women on board are believed to be strict than their male counterpart; they are perceived to be more effective. Recently, there have been a growing concern for more females representation, the difference between male and female in both cultural and social problems can be used to illustrate the need for gender diversity. Studies indicate that women generally display greater levels of cooperation and trustworthiness than men, positively impacting boardroom dynamics. This collaborative behavior fosters more effective interactions and enhances the overall functioning of the board. There have been a lot of changes in how people interact, their skill sets, emotional and logical abilities, experiences and even their educational accomplishments. In addition, several research have looked at the disparities in values between men and women in the workplace. Due to their nature of being risk aversive, their involvement in board governance assist to avoid taking any unnecessary risk as such women on board demonstrate greater responsibilities, and more likely to trade performance for corporate social responsibilities. Appointments of women on the board are expected to bring about diversity of opinions and perspective to board deliberations; especially when it relates to sustainability disclosure[66]. A board that lacks board gender diversity is more likely to give opinion and suggestions that may not put into consideration the sensitivity of the women into consideration. In order to make diverse board more effective, board needs to have a more equality culture, since diverse boards make better decisions and results in greater organizational outcomes and profitability. It also exerts necessary roles in improving organizational reputation. This importance extends across all areas, including full dedication to the organization's goals, upholding ethical standards, smooth coordination, and fostering a positive boardroom

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atmosphere that improves decision quality. The topic of gender diversity in the workplace highlights how organizations differently approach transparency in reporting, underscoring the critical role of including women on corporate boards. By granting and increasing female representation on corporate board positions, it brings valuable perspectives often associated with their values as mothers in terms of care, enhancing values of life, cultivating, supportive, sustaining and fostering a positive and best work climate and environment that will propel and contribute to organizational growth.

2.2.11 Board Independence

Good corporate governance is a concept that emphasizes of stockholders having a right and accurate information on time. Board independence is the proportion of non-executive directors (NED) to the number of directors. NEDs are not employees of the firm[67]. Board independence, which is defined as the proportion of non-executive directors (NEDs) on a board, is a fundamental principle of good corporate governance according to the OECD (2023). The OECD highlights that non-executive directors enhance impartiality and reduce conflicts of interest by offering independent supervision. It is the number of board of directors that are not affiliated with the executive directors. They advise management on strategy and operations based on their professional experience. Certain scholars describe board independence as the ratio of independent non-executive directors to the total number of directors on a board[68]. Independent directors are characterized as non-executive members who have no significant connections or relationships with the company, its management, or its principal shareholders.

2.2.12 Dual Leadership or CEO Duality

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Dual Leadership, or duality of functions, is the practice in which a single person performs both the role of CEO and the Chairman of the Board of Directors[69]. CEO duality occurs when a single individual holds both the positions of chief executive officer and chairman of the board, consolidating formal authority into one leader. This is a theme which has aroused the interest of academics for some decades, although research generally has not reached conclusive results regarding the impact that this practice may actually have on organizations. Dual Leadership is a business practice where the CEO of a company also services as the chairman of the board of directors. Under this condition, the CEO is able to leverage significant executive power to make critical business decisions in a more timely manner. It is referred to a situation when the manager and chairman of the board of directors is the same individual[70]. As such, the Dual Leadership is the practice in which the Chief Executive Officer (CEO) has both the presidency and chairman of its board of directors.

Typically, the board of directors supervises the chief executive officer to ensure that they carry out responsibilities and activities that serve the better interest of the company and its shareholders. With Dual Leadership, the CEO can supersede some of these structural formalities. CEO duality complies with the stewardship theory. Hence, the Dual Leadership emphasizes that the CEO occupies the position of control as chairman of the board resulting in the concentration of dual managerial power and authority on a single person in an organization[71].

However, the concentration of power in the hands of only one executive can mean an excess of responsibility in the hands of that person, which can lead to organizational inefficiency. CEO duality combines the responsibilities of both positions into one person, it can help to cultivate a much stronger and more unified leadership figure. This dual-

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purposed leader can use their greater influence of control and management to lead the company toward greater financial growth and economic stability. If the CEO is highly capable at his work, then he has the potential to improve the culture of the company and streamline everyone's activities and processes for the betterment of the organization.

In this connection, the CEO and the board chairman are two of the most powerful individuals within a large organization. A CEO that also serves as the chairman of the board gains a significant boost in their autonomy; a benefit unique only to someone in this kind of dual-leadership position. Under these conditions, the ECO-chairman individual can bypass some of the auditing measures that are often implemented when both roles are separated. Therefore, this person can make important business decisions faster because direct confirmation or approval from another executive unit or branch is no longer a requirement. The presence of independent non-executive directors on the board services as a mediator between the directors and management. Independent directors are engaged to supervise the activities of the executive directors and top management[69]. They ensure that the interest of the directors does not conflict with that of the owners (shareholders).

2.3 Sustainability Initiatives

The long-term survival of any business firms is dependent on its series of sustainability initiatives and practices. Sustainability initiatives are strategies of staying in business[72]. They are basically proactive strategies in dealing with emerging issues that can challenge the future corporate success. As such, sustainability initiatives are obligations on the part of board of directors and management by pursuing policy options in making decisions and following lines of action which are desirable in terms of ensuring the long term sustainability of corporate performance.in most business firms, they are seen as favoured

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choices and selections which are reliable options for the achievement of set corporate goals and obligations.

As part of a larger eco- system, comprising of stakeholders, key actors, suppliers, customers, financiers and policy regulations support and institutions, they interact in dynamic ways to create a surviving and sustainable venture[73]. In this regard, sustainability initiatives are various means that management and board aim to optimize the chances of long-term performance by promoting efficient and responsible resource utilization of business firms. Thus, sustainability initiatives are function of internal governance mechanism and other institutional factors[74]. In effect, sustainability initiatives involve transformation to higher level of sophistication that allows firm to formulate strategies and policies to achieve success[75]. This involves request for sustainable practical solutions characterized by innovative methods to collaboration, cooperation and integration in developing and implementing cogent solutions to ensure corporate vibrancy and performance stability. By all standard in business firms, they are sources of value creation[76]. As Eccles et al. (2023) highlight, sustainable corporate strategies now emphasize 'integration hubs' that bring together cross-functional expertise, such as combining sustainability and research and development teams, to create actionable strategies. These frameworks improve resilience by aligning stakeholder interests and utilizing digital tools to foster systemic collaboration**.** In this manner, sustainability initiatives are means to sustain the quality of corporate life based on the need of the stakeholders such as management, shareholders, creditors, consumers, suppliers and even employees[77]. Sustainability initiatives are valuable resource in all business sub-sectors as favoured options and natural response that can create inhibition for corporate success. However, several business firms worldwide do not entrench

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sustainability initiatives as part of their input for corporate planning and strategic management[78].

Consequently, global sustainability initiatives have been developed through institutions like ASPON institute, Sustainability Accounting Standard Born. As such, they involve willingness and capacity to stay in business by improving on financial performance and resource management in business firm. Sustainability initiatives are ideas or tools used by firm to show the wide range activities of firm about its corporate governance. In this regard, every dynamic firm needs to preserve its performance both in the short and long term through sustainability initiatives. They have now become an enhancing enabler for corporate governance, vital for survival and competitive advantage.

Embracing sustainability initiative is no longer an option for business firm, but a necessity for business that seek to thrive in a rapidly changing world. To this end, engaging in sustainability initiatives benefit both the organization and the board of directors. They often lead to improved innovation, strong stakeholder relationship and enhanced reputation for firm business. By prioritizing sustainability initiatives, business firm create a workplace culture that align with the values of the current and future workforce, contributing to the development and growth of the firm.

2.4 Theoretical Framework

In this section, relevant theories that give credence and necessary explanation to the study are discussed. Considering the nature of the study four (4) theories are used. They are Agency theory. Shareholder value theory, Resource dependency theory, and Stewardship theory. The theories are used as complimentary theories. The observable gaps in each of the theory are noted and finally bridged with the stewardship theory, which anchors the study.

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2.4.1 Agency Theory

The Agency theory was first put forward by Berk and Means in 1932 and refined by Jensen and Mackling in 1976[79]. They opined that in agency theory, "shareholder value" is typically identified as the legitimate goal of the corporation, and the purpose of corporate governance here becomes to rectify deviations from this ideal. Accordingly, the theory stresses that having an effective corporate governance system which involve the establishment of board of directors[80]. The practical corporate governance solutions prescribed by agency theory have proven to be very effective as a normative blueprint of what constitutes 'good governance. As such, corporate governance has arguably become dominated by agency theory. Thus, researchers have confirmed that the principles of corporate governance are meant to control the internal and external entrenchment practices of executives through internal and external control mechanisms which either align the interest of executives with the shareholders or monitor them directly. The separation of ownership and control in or modern enterprises lead to conflict of interests between directors and managers, is called the agency problems[81]. Scholars have also identified the main activities of the monitoring function as: monitoring the CEO, monitoring strategy implementation, planning CEO succession and evaluating and rewarding the CEO and top managers of the firm. In this regard, good corporate governance mechanism sets the rule, customs, policies upon which the managers (agents) direct and control the activities of firm towards meeting.

The Agency theory is used to explain the relationship between business partners and their agents in the context of owners and managers. It is an eclectic theory as a product of many disciplines such as accounting, economic, law, management and political science. The theory looks at corporate organizations as a set of contracts among self-

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interested individuals. It describes the relationship between two or more parties, designated as the principal, engages another party, designated as agent, to perform some tasks on behalf of the principal. The theory puts into perspectives that once the principals delegate authority to agents, they often have problems in controlling them[82]. This is because the agents' goals and objectives are often in contrast and differ from those of the principals. However, it is a principle that is used to explain and resolve issues in the relationship between principals and their agents especially between shareholders as principals and company executives as agents[83]. As such the theory argues using fundamental assumption that are self-interested, boundedly rational and different principals in their goals and risk-taking preference. As applied to corporate governance, the agency theory suggests a fundamental problem for absent or distant owners who employ professional executives to act on their behalf.

The root assumption informing this theory is that the agent is likely to be self-interested and opportunistic. This no doubt raises the prospect that the executive, as agent, will serve their own interests rather than those of the owner, principal. This is the agency problem. Basically, the separation of ownership and control brings to the fore the agency problems likely in the forms of moral hazard", "hidden and action, The agency problems and weak corporate governance, not only lead to poor performance and risky financing patterns, but are also conducive for macroeconomic crises[84]. In order to counter such agency problems, the principal needs to incur "agency costs", that arise from the necessity of creating incentives that will align the interests of the executives with those of the shareholders and costs incurred by the obligation of monitoring executive conduct to prevent the abuse of owner interests. Agency costs are basically incurred on the role of boards of directors to promote good corporate governance. Also, Boards of directors have fiduciary duties to shareholders to monitor, supervise and control management

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activities in the company. So, costs associated with agency relationships, and effective governance mechanisms should be employed to improve managerial decision making and strategic effectiveness.

Therefore, agency theory is a design for effective corporate governance which tends to promote shareholder value through preferment of small board size to large board size, encouragement of large number of non-executive directors serving on the board, board diversity, separation of the office of chairman and CEO, promotion of board skills and competence, among other devices[85].

The theory re-examines basic assumptions about human behaviour in organizations, by considering behaviour in terms of a model in which protagonists are acting out a principal and agent relationship. The theory further considers how to structure the relationship between the agent acting in the best interests of the principal. The main concern of the theory is to develop rules and incentives, based on implicit or explicit contracts, to eliminate or at least, minimize the conflict of interests between owners and managers[86].

2.4.2 Shareholder Value Theory

The idea of the shareholder value theory was initially developed to broaden the responsibility of top corporate leaders beyond just shareholders to also consider other stakeholders[87]. Stakeholder value theory (SVT) emerged as a challenge to shareholder primacy, broadening executives' fiduciary duties to include non-shareholder groups (Freeman et al., 2020, p. 17). It is a management theory that gives attention to business morality in addition to the maximization of profit in firms. The shareholder theory challenges agency assumptions about the primacy of shareholder interest. Instead, it argues that a company should be managed in the best interests of all its stakeholders.

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These interests include not only those of the shareholder but also a wide range of other direct and indirect interests. From agency theory and shareholder value perspectives, the managers have the sole objective of maximizing the wealth of shareholders. Stakeholder theory considers this view as too myopic, and one sided particularly, since the actions of the managers can have effect on other interested groups than just shareholders. In order to address this lapse, the stakeholder theory was developed to emphasis on the need for managers to have corporate accountability to stakeholders instead of shareholders[88]. The stakeholders are "any groups or individuals that can affect or are affected by the achievement of a corporate purpose." Stakeholders are all legitimate parties to an organization which ensure that the needed resources for meeting the ultimate objectives of the enterprises are constantly flowing to the desired direction in the best interest of the overall groups. It is on this note, that the concept of collective responsibility is anchored. It sees every legitimate party to the business as an integral part of the business; such that an injury to a party is an injury to all; and an injury to the business is an injury to all. Thus, the theory believes that the firm performance is a general concern; and not to a specific group. It further holds that companies are accountable for their stewardship over the resources entrusted to them by a coalition of various stakeholders[89]. The stakeholder value theory seems to be the combination of a few philosophical ideas from economics, ethics, law and organizational perspectives.

The concept of this theory has currently been adopted by some of the corporate governance guidelines. The corporate governance efforts are intended to empower those stakeholders who contribute or control critical resources and skills and to ensure that the interests of these stakeholders are aligned with that of shareholders[90]. Stakeholder perspective tries to strike a balance between designing a governance structure that would meet the objective of shareholders, and while meeting the needs of the other legitimate

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groups. The stakeholder theory is based on the premise that the fundamental responsibility of managers is to maximize the total wealth of all stakeholders of the firm, rather than only the shareholders' wealth. The stakeholders view considers that investors, employees, suppliers, customers, creditors, debt financiers, auditors, corporate regulators, society and other stakeholders all generally contribute to the firm performance and should in return receive benefits from the firm[75]. In relation to company performance, the shareholder theory has helped in reducing high executive excesses which have negatively affected the operating income as well as the level of firm's profitability. This theory assumes that shareholder value corporate assets, which are basically the indicator of measure of dividends and share price. It further postulates that the primary objective of management is to maximize shareholder value and the shareholders are the ultimate owners of corporate assets[91].

However, the shareholder value theory is misguided and that "stakeholders accountability issue is unjustified," since it "undermines private property, agency and wealth," and also incompatible with business" and "with corporate governance". This theory has also been criticized for adopting a single-valued objective[92]. The performance of an organization is not only measured by returns to the stakeholders but equally important is the management of information in the organization with particular reference to vertical communication inter-personal relationships in the organization and the working environment. In effect, the complex nature of the stakeholder relationship and the need for the better management of the different interest groups, have contended that stakeholder theory should not be a single theory, as such classified it into three different approaches of descriptive, instrumental and normative.

2.4.3 Resource Dependency Theory

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The theory posits that the board helps companies to improve their performance by reducing dependence on external environment and contingencies[93]. Its basic proposition is the need for environmental linkages between the firm and outside resources. The resource dependency theory is the study of how the external resources of organizations affect the behaviour of the organization. The theory is based on procurement of external resource for the growth and survival of an organization[94]. The procurement of external resources is an important tenet of both the strategic and tactical management of any company. The theory further posits that the environment, the limited and valuable resources required by the organization also the uncertainties regarding the accessibility of these resources required by the organization[94]. As such, it is a power- relation theory. The resource dependency theory deals with how the external resources of an organization affects its behaviour[95]. Resource Dependency Theory (RDT) explores how organizations strategically respond to limitations in external resources by creating interdependencies, forming partnerships, or modifying their governance structures to decrease environmental uncertainties. Corporate governance is a complex concept that often varies depending on the power dynamics among capital providers, managers, and owners. It is a process designed to enhance overall organizational performance by fostering trust, ensuring transparency, and promoting accountability through effective channels for information disclosure.

Although corporate governance has been a primary focus in developed nations, it has unmistakably emerged as a global concern that all countries must address, irrespective of their level of economic development.

The 2023 reissue (with new commentary) explicitly states: "Organizations are not autonomous, but rather depend on external resources for survival. To manage this

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dependence, they engage in strategic behaviors like forming alliances, co-opting critical actors, or restructuring governance". It is based on the principle that a company must transact its business with other actors and the organization in its environment, needs to acquire resources[76]. As such, it is the outcome of the resource acquisition on the behaviour of an organization. The theory is important because an organization's ability to gather, alter and exploit resources faster than competitors can be fundamental to success[96]. This makes the theory to hinge on corporate performance. The resource dependency theory emphasizes that resources are the basis of business survival and Corporate Profitability. The resources could be either human or material. Any production activity must require the coordination and cooperation of team of resources, while a capability is viewed as the ability or capacity of a team of resources to perform certain task[97].

Therefore, by implication resources are the sources of a given firm capabilities management also have individual specific resources that facilitates and ensures the recognition of new opportunities, effective assembling of resources, as well as the psyche of running the firm effectively. The focus of the theory is first on capacity and secondly on competitive advantages capability. The capability is the ability of a firm to use its resources to affect the desired and achieve performance. The board as a source of resources for a company opens up a very different way to think about the board's role in creating high performance. While agency theory sees the role of boards of directors as primarily monitoring and policing, the resource dependency theory sees their role as basically provision of resources – capital and managerial experience[98].

2.4.4 Stewardship Theory

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The fundamentals of the stewardship theory are based on social psychology, which focuses on the disposition and attitudes of executives. The steward theory is an integral part of corporate governance and a normative alternative to Agency theory[99]. It suggests that CEO duality can provide strong leadership and facilitate the development and coordination of firm strategy. Hence, following the stewardship theory, directors, as good and faithful stewards are expected to improve the firm's performance and successfully satisfy the stakeholder groups in the organization. The theory assumes that given a choice between self-serving behaviour and pro-organizational behaviour a steward will place a higher level on cooperation than defection. This means that more directors on the board can be regarded to be at a greater tendency of achieving higher financial performance. This theory does not encourage a relatively small board size because it believes that when the board size is few, then the fate of the firm and the power to determine strategy would become the responsibility of a few persons[100].

Thus, stewardship theory focuses on control rather than monitor and argues that people are intrinsically motivated to work for others or in the organization to attain the tasks and responsibilities assigned to them. The theory emphasizes that managers will act as responsible stewards of the assets they control and also states that there is a valued relationship between behaviour satisfaction and organizational success. This connotes that when stewards are happy with high morale, organizations will achieve the corporate goals and objectives[101]. As such, the theory explains the relationship between shareholders and directors of an organization.

In this manner, the steward theory implies that the steward protects and maximizes, the shareholders wealth through the optimization of the performance in organizations. As company executives, working for the shareholders, stewards safeguard the profit and

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return on investment for the shareholder[102]. Hence, they are highly motivated when the corporate goals and objectives are accomplished. The stewardship theory, although it has both the productive and destructive dimensions, has been used to anchor this study and made its focal point theory.

The theory embraces issues like trust of directors, their professionalism, loyalty, and willingness to be concerned for the interests of others as well as rejecting the foundations of classic agency problem as theory[103]. The steward theory dwells more on the ownership structure of firms, such that people gain political influence in organization through their share of ownership of the organization. The theory is relevant to board accountability. The behaviour of managers results in exemplary corporate governance practices when the espoused values of organization are aligned with the enacted values. Thus, in organizations top management and executives abide with corporate objectives in regard to their positions and roles and operate in the best interest of the company.

2.5 Empirical Review

2.5.1 Board Size and Return on Equity

The board is an essential element of any corporate governance practices and deals with its mechanism of supervising the organization. The board of director plays a significant part in protecting a firm from failure[104]. Modern corporate boards need to go beyond traditional oversight by actively building resilience against disruptions such as pandemics and cyberattacks. This involves engaging in proactive scenario planning and adopting flexible governance practices that can adapt to changing circumstances." (p. 48). Board oversight now includes resilience governance, where directors are expected to anticipate and manage systemic risks proactively to protect the organization. (Joseph et al., 2024, p. 50). The board size refers to the total number of members serving on a firm's

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board. The literature suggests that an interactive board enhances the performance, return on equity of a firm. Several empirical studies have been carried out in this area. The empirical study on Board size and return equity conducted in East African community, a scholar adopted a positivist paradigm in a quantitative analysis using non probability sampling technique[105]. Findings indicated that board size has a statistically significant negative influence on return on equity P = 0.5 <.010. Hence, an increase in board size by one percent results in decrease in the REO of 25 percent, holding other, independent and control variable constant. Results from the regression analysis were inconclusive and hence unable to establish the relationship between board size and return on equity.

Another study which makes impact to the corporate world and corporate performance was carried out in Nigeria[106]. The study investigated the impact of board size on return on equity using correlation and regression models with data accessed from Nigerian stock exchange. The results revealed that board size had significant impact on return on equity. The research was perhaps first of its kind in a developing economy like Nigeria and with unique result. Relatedly, similar study examined the relationship between board size and financial performance of 35 non-financial firms listed on Nigerian stock exchange between 2003 and 2014. Using panel data regression analysis, results indicated a positive and significant relationship between board size and two financial proxies (Return on equity and return on assets. This result is in concurrence with the earlier study and reinforced the idea that large board size may give divergent view. In this connection an average board size of not less than nine (9) is recommended for corporate companies for optimum result on return on equity. An optimum board size should include both the executive and non-executive directors, white the optimal size is determined by the company's individual needs[107].

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Another scholar conducted a study on board size and firm performance using return on equity as proxy on BSE 100 companies. The study tried to explore whether board size has any influence on firm's financial performance. The study focused on Return on Equity, return on Asset, Earning per share and dividend per share[108]. Results revealed that the influence of board size on return on equity and return on Assets were statistically not significant. This suggests that Board size has no impact on return on equity. Thus, mixed findings had been found on the empirical study on the influence of board size and return on equity.

2.5.2 Board Independence and Profitability

The board of directors is a collective body that should act in the best interest of shareholders. The board requires the combination of executive and non-executive directors to pursue the shareholders' interest. The non-executive directors on the board will not be able to exercise their duties effectively, unless there is independence between them and management and ensure they provide unbiased business judgment. Independent directors are the person entrusted by shareholders to represent them and will help to reduce agency problems. The existence of independent directors on board should be monitored in order to bring positive shareholder values. Having independent directors to serve on the board of directors has been widely considered as best practice. Various empirical studies have been carried out by scholars to determine the relationship between board independence and profitability in corporate organization. Empirically in a study conducted in India pharmaceutical industry, which aimed to assess the effect of board independence on the profitability of the company, result indicated that board independence positively impacted on profitability[109]. The study provided an

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understanding that the more the independence of the board, the higher the profitability of the company.

In another study conducted in the manufacturing companies between 2015-2017, with information got on-line on the financial performance of the company, result revealed that board independence and profitability had significant relationship[110]. This study used a purposive sampling technique. Another study carried out in India, which investigated the association between board independence and firm profitability found that board independence significantly associated with firm profitability[111]. The finding is very important to management in analyzing board effectiveness and improving the policy-making impact for corporate governance. Related study conducted in Bangladesh pharmaceutical and chemical industry; the study indicated a positive relationship with the measure of profitability. Board independence has a statistically positive relationship with profitability[112]. Similar study carried out in listed non-financial enterprises on the dynamic association between Board independence and profitability for a period of five (5) years (2015-2019), however shared a contrast result. Findings indicated that board independence has a negative and significant effect on profitability[112]. This empirical study provided insight with the adverse effect of board independence on profitability that certain governance component may behave differently depending on the power of ownership concentration in such organization. Also, a study conducted in Bangladesh, which investigated the influence of Board independence on firm economic performance using proxy of profitability found that board independence and firm profitability does not positively influence each other[113]. The study used data collected from 135 listed firms or Dhaka stock exchange and also market performance measure. The study used simultaneous equation approach to control the potential endogeneity issues. In sum, the

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totality of the findings could be stated that mixed results are in existence between the association of board independence and profitability in corporate organizations.

2.5.3 Leadership Duality and Return on Asset

The empirical study investigated the effect of leadership duality on the calculation of return on Assets in listed manufacturing companies in Indonesia[114]. Quantitative approach was employed using secondary data between 2018-2020 and the companies were selected through purposive sampling techniques. Results indicated that the leadership duality has positive effect on firm performance using the proxy of return on assets Related study conducted in Nigeria, using leadership duality, return on Assets and return on equity as performance measurement found a statistically significant relationship between leadership duality and return on Assets[115]. The study adopted a balanced panel data for 6 years from 2011-2016 to run the ordinary least square regression. Sample of firms were accessed from the Nigerian stock exchange. The finding of the result provided illumination on the selection of right leadership to manage organization.

In another study, using a sample of 1500 firms with leadership duality, finding indicated that firms with leadership duality experience a smaller decrease in return on assets when information costs are high[116]. Additional results indicated that leadership duality offered cumulative returns significantly higher than those of other firms without leadership duality. These results are in line within the stewardship theory that the power concentration from leadership duality is very beneficial to corporate organizations.

2.5.4 Ownership Structure and Shareholders Satisfaction

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Ownership structure means the legal structure of the business entity, and said to have a plausible effect on shareholders satisfaction. Ownership structure refers to the distribution of ownership rights among shareholders, which can influence corporate governance and the potential for expropriation practices by controlling shareholders, particularly in contexts with weak investor protections. It includes mechanisms such as concentrated ownership, dual-class shares, and pyramidal group structures, all of which can influence the company's performance and affect the relationship between controlling and minority shareholders[117]. The study employed a multi regression model and fixed regression to analyse the data sample in all the Jordanian firms on Amnan stock exchange. Findings showed a positive significant relationship between ownership structure and shareholders satisfaction. This empirical study was anchored on stakeholders' satisfaction theory.

In another related study carried out in Belgium listed firms using 102 corporate establishment, the scholar investigated the effect of ownership structure on firm performance, using, stakeholders' satisfaction as proxy[118]. Analysis was done using ordinary least square and regression statistics. Findings indicated that consistent positive impact was found between ownership structure and stakeholders' satisfaction. No doubt ownership structure is of great significance in corporate governance, because it affects incentives and work efficiency, within implications on stakeholders' satisfaction.

Another study conducted in Ghana, in some selected listed companies, the impact of good corporate governance practices on stakeholders' satisfaction in Ghanaian listed companies using 400 participants found a significant and positive relationship between the two variables[119]. The study adopted purposive sampling technique. The study's result suggest that ownership structure is of relevance to stakeholder's interest. Related study

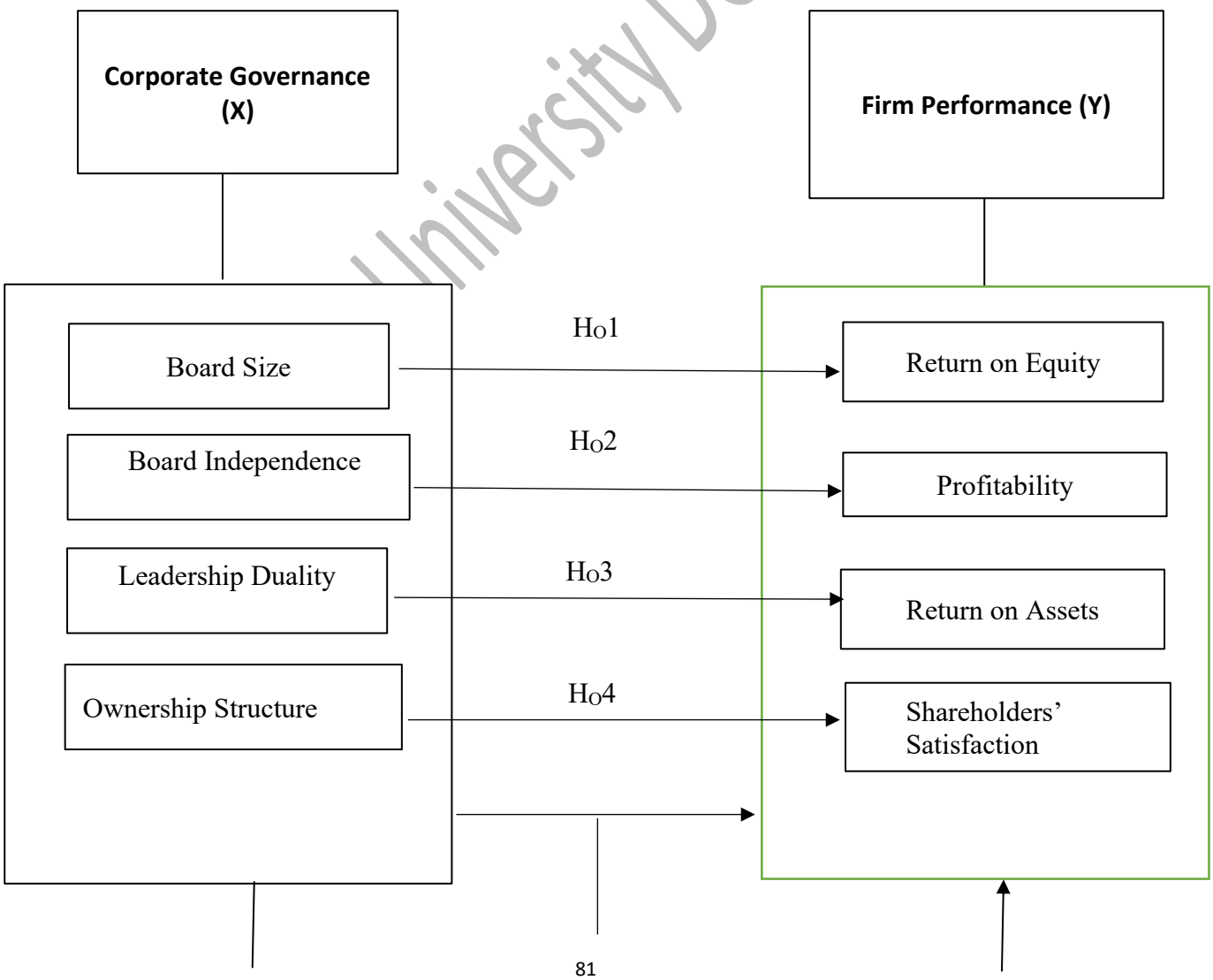
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conducted in Brazil to analyze the stakeholder satisfactions and owner structure in small and medium enterprises provided a view expectation dimension called expectation of continuity and partnership as an element to assess stakeholders satisfaction[119]. Thus, stakeholder satisfaction gives the level of approval of people and groups, with an interest in the corporate attainment of goals and objectives, since they are the people that affects the company with their actions.

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2.6 Conceptual Framework

Conceptual Framework



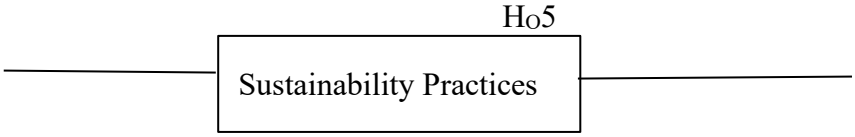


Figure 2.1: Conceptual Model

Source: Conceptual Framework Developed by the Researcher (2025)

The figure above represents the illustration model of the study describing the interaction between the independent variable (corporate governance), moderating Variable (board dynamism) and independent variable (performance) used in the study. The independent variable, corporate governance is measured by sub-variables like: board size, board independence, leadership duality and ownership structure. The dependent variable, performance includes sub-measures such as ROE, in line with prior studies. This approach found support in empirical studies. H0 represents the various null hypotheses to be tested in this study. Hypothesis one (Ho1) tested the board size effect on the performance (Return on Equity); hypothesis two (Ho2) tested the effect of board independence on performance (Return on Equity); hypothesis three (Ho3) examined the effect of CEO duality on performance (Return on Equity); Hypothesis four (Ho4) investigated the effect of ownership structure on performance (Return on Equity); and hypothesis five (Ho5) tested the moderating effect of board dynamics on the relationship between corporate governance and performance of food and beverage firms.

2.7 Summary of Gaps in Literature Reviewed

This section shows the summary of the literature and gap in the literature in the area of corporate governance, board dynamic and performance of selected food and beverage firms in Nigeria. Under the review of related literature consulted for this study, many concepts relating to corporate governance and performance measures were reviewed such as the broad concept of corporate governance, to the specific CG concepts of board

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size, board independence, CEO duality and ownership structures were discussed in-depth. Also discussed was the concept of board dynamism as well as the concept of performance, the concept of firm performance, the concept of ROE, ROA, are all discussed. The meanings of these concepts as they relate to the study were equally given. This study reviewed key theories which include stakeholder's theory etc to provide the theoretical frame work on which the study was anchored.

The literatures reviewed showed that some researchers used descriptive survey research design in their studies. Some researchers used primary (questionnaire as their instrument for data collection) and secondary data. Some used mean, percentage t-test and ANOVA in their data analysis. The literature reviewed also described the empirical studies conducted on Food and beverage firms in the area of corporate governance measures and performance in Nigeria and many parts of the globe, this was presented in prose forms showing their different findings, recommendations and suggestions for future studies.

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Chapter Three

Methodology

This chapter presents the research procedures that the researcher used in the conduct of the study. The aspects of the methodology include: research design, population, sample size and sampling technique, research instrument, pilot study showing validity and reliability of the research instrument, method of data collection and data analysis and ethical considerations.

3.1 Research Design

This study adopted a descriptive research design. The choice of the descriptive survey research design was informed relatively as a result of its appropriateness for this study. The survey method adopted to gather primary data to establish the functional relationship between corporate governance, sustainability initiative and performance of selected personal care product manufacturing firms' in Southwest Nigeria.

3.2 Population of the Study

The population of study comprises of four thousand, one hundred and thirty-six staff of the four purposively selected personal care product manufacturing firms in Southwest Nigeria. The selected companies are Unilever Nigeria PLC, Ojota, Cybele Cosmetic Ltd, Lagos, Olam Group, Ota Factory and Sophie Natural Cosmetic Manufacturing company Oluyole, Ibadan. This study concentrated on the personal care product manufacturing companies in south west, Nigeria., because most of these firms' are located within the region and the states (Lagos, Ogun and Oyo) which are contiguous to each other. Besides, two non-listed manufacturing firms and two listed were selected and this location is a good representation of personal care industry in Nigeria. Thus, employees in this

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location were used as the study population for this study. The population comprised 4,136 staff of four leading selected personal care firms as found in the organization's manpower register.

Table 3.1 Population of the study and locations of selected organizations in Southwestern Nigeria.

Table 3.1: Population Table of Staff from Selected Personal Care Firms

S/N	FMCGs	Location	Population
1	Sophie Cosmetic	Ibadan	983
2	Cybele Cosmetic	Lagos	1191
3	Olam Group	Otta	874
5	Unilever Nigeria Plc	Ojota	1088
	Total		**4,136**

Source: Human Resource Department of the Firms, 2025

3.3 Sample and Sampling Techniques:

Sampling technique helps to determine a proportion or a segment of the whole population in order to estimate the features of the whole population. This study adopted the stratified random sampling technique. Stratified random sampling technique involves dividing a heterogeneous population into smaller homogeneous units referred to as strata which are based on the population member's category opposition. In this study, the population was grouped into organizational status which is the management, senior and junior staff. Secondly, simple random sampling was used to select the sample from each stratum. Length of service of 5 year was also used as access into the sample. The justification for choosing this sampling technique is that it increases the sampling precision during the process of dividing the population into strata. In the study, the sample size (n) refers to the number of elements from the population that was included in the study. To determine the sample size for this study, Taro Yamane formula for

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calculating sample size for finite population was adopted. One of the assumptions of this formula is that it assumes the population from which the sample was derived from is a finite one and not infinite. It also assumes that the acceptable error margin for any sample must be greater than zero Taro Yamane sampling size determination formula for calculating sample sizes, where 'n' is the sample size, 'N' is the finite population size, and 'e' is the level of precision.

Formula:

$$n = \frac{N}{1 + N(e)^2}$$

The reason for adopting this formula was that, it is simple and less complicated and can also provide accurate result of the necessary sample size that was adequate for the research study since the population for this study is a finite one. Also, adopting this formula increases the level of precision and the confidence level of making lesser risk in determining the actual sample size necessary for the study. Applying the formula above, where:

n = sample size

N = finite population size which is 18, 382(total number of personnel within the Population)

e = maximum acceptable error margin which is 5%

We then have:

$$n = \frac{4{,}136}{1 + 4{,}136(0.05)^2}$$

$$= \frac{4{,}136}{1+4{,}136x0.0025}$$

$$= \frac{4{,}136}{1 + 10.34}$$

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$$= \frac{4136}{11.34}$$

$$= 364.72 \cong 365$$

In order to compensate for the non-response and for wrong filling of some copies of the questionnaire, the sample of 365 has increased by 110 which was 30% of the total sample. This is as recommended by Zikmund. Therefore, we have

$n=365+(365*0.3)$

$n=474.5$

$n=474.5\cong 475$

The sample size derived for this study using Taro Yamane formula is three hundred and sixty-five (365) elements including the added 30%, which makes it four hundred and seventy-five (475) elements was chosen using stratified sampling technique in order to increase the sampling precision for the study.

Table 3.2: Summary of Sample Size and Proportionate Sample

S/N	Organizations	Population Size per org	Total Population	Sample Size	Proportionate sample size
1.	Sophie Cosmetic	983			113
2.	Cybeleele Cosmesic	1191			136
			4136	475	
4.	Olamm Group	874			100
5.	Unilever Nigeria Plc	1088			126
Total		**4136**			**475**

Source: Researcher's Computation, 2025

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3.4 Description of the Research Instrument

The questionnaire used to collect information in this study was carefully designed and modified. The purpose of using questionnaire is because it can be administered on a large number of respondents simultaneously, and it is relatively cost effective. For the purpose of this study, questionnaire was divided into four sections. Section A covered the demographic characteristics of the respondents such as gender, age, educational status, position/level, marital status, organization status and length of service. Section B consists of corporate governance scale and Section C consists of performance scale. The questionnaire items used 4-point Likert scale type ranging from 1-4, with 4=strongly agree; 3= agree; 2=disagree and 1=strongly disagree. The respondents were instructed to indicate their level of agreement for each of the questionnaire items.

3.5 Validity and Reliability of the Research Instrument

The study employed criterion validity as a measure of the degree to which data obtained from the research instruments meaningfully and accurately reflect the theoretical concept. A copy of the questionnaire was given to experts for review and to check if it adequately represents all the objectives of the study and make their observations and contributions to the questionnaire. Consequently, the observations of these professionals, as well as the comments of the supervisor was put into consideration when drafting the final copy of the questionnaire. Face validity was conducted by sampling the instrument. The researcher sought to know if the respondents can easily understand what was required of them. Exploratory factor analysis was done to establish construct validity of the questionnaire using Variance Extraction Method. The factor loading of these items were used to establish the Average Variance Extracted (AVE). Average Variance Extracted (AVE) greater than 0.5 was treated as additional evidence of convergent validity; the

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construct validity of all variables involved in the study was therefore ascertained. The construct and convergent validity are presented in Table 3.3.

Table 3.3 Confirmatory Factor Analysis

S/N	Variables	No. of Items	AVE	KMO	Bartlett Test	Composite Reliability
1	Board Size	5	0.677	0.527	0.011	0.811
2	Board Independence	5	0.785	0.619	0.031	0.733
3	Leadership Duality	5	0.578	0.449	0.024	0.983
4	Ownership Structure	5	0.641	0.567	0.000	0.812
5	Sustainability Initiatives	4	0.716	0.610	0.000	0.834
6	Profitability	5	0.812	0.613	0.00	0.812
7	Return on Equity	5	0.852	0.617	0.021	0.766
8	Return on Assets	4	0.716	0.618	0.00	0.765
9	Shareholders' Satisfaction	4	0.772	0.632	0.02	0.766

Source: Field Survey, 2025

The reliability of the research instrument was tested using Cronbach alpha. This was used to measure the internal consistency to show how closely related the set of items in the questionnaire are as a group. To achieve this, a pilot study consisting of 30 participants who were staff of Oluyole, Ibadan were used to ensure the scale was suitable for use. Cronbach alpha was employed in determining the reliability coefficients. The coefficients show how well the items are positively correlated to one another. The result shows that the Cronbach alpha value of board size (0.886), board Independence (0.705), CEO duality (0.966), ownership structure (0.843), board dynamism (0.803), and return on equity (0.709), are greater than 0.6; hence they were considered as reliable.

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Table 3:4: Summary of Reliability Analysis

Variables	Number of Items	Cronbach's Alpha
Board Size	5	0.886
Board Independence	5	0.705
Leadership Duality	5	0.966
Ownership Structure	5	0.843
Sustainability Initiatives	4	0.803
Profitability	4	0.805
Return on Equity	5	0.708
Return on Assets	5	0.706
Shareholders' Satisfaction		

Source: Pilot study result computed using SPSS version 22. (2025)

3.6 Method of Data Collection

The primary source of data collection was used in gathering data for this study. Primary data are information collected for a specific purpose by a researcher. Such type of data looks of construct originality opinions and perception of the respondents under study. Questionnaire was employed as a data collection instrument and filled in by respondents for the purpose of the research study. The copies of 475 questionnaire was administered and done by the researcher and two trained research assistants. The research assistants were trained on the modalities for questionnaire distribution, retrieval and the purpose of carrying out research in line with ethical standards. Each research assistant was assigned to a company each, while the researcher handled the remaining two companies. In addition, secondary data was accessed from the selected firms financial reports on issue of performance.

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3.7 Method of Data Analysis

Data collected through the structured questionnaire was analyzed by the researcher using descriptive and inferential statistical method. Statistical Package for the Social Sciences (SPSS) version 23.0 was used to run the analysis. SPSS is the major statistical analysis tool used across a variety of academic subjects' areas. Descriptive statistics analysis was used to present demographic data and show the trends of the variables. Frequency distribution and percentages, means and standard deviation was used to analyze section A of the questionnaire. Inferential statistical technique was used to analyze the relationship between the variables using linear regression analysis to evaluate the adoption of variables on corporate governance and firm performance while variance of analysis was used to analyze the effect of the moderating variable (sustainability initiatives) on performance on the personal care product firms.

Table 3.5: Methods of Data Analysis

S/N	Hypotheses	Tools of Analysis
1	$H_0$1: Board size does not have significant relationship on Return on Equity of the selected personal care product manufacturing firm.	Correlation
2	$H_0$2: Board independence does not have significant relationship on the Profitability of the selected personal care product manufacturing firm.	Correlation
3	$H_0$3: Leadership duality does not have significant relationship on the Return on Assets of the selected personal care product manufacturing firm.	Correlation
4	$H_0$4: Ownership structure does not have significant relationship on the Customer Satisfaction of the selected personal care product manufacturing firm	Correlation
5	$H_0$5: Sustainability Initiatives does not moderate the relationship between corporate governance and performance of the selected personal care product manufacturing firm	Variance of Analysis

Source: Author's Computation, 2025

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Table 3.5 shows the respective tools that was used to analyse each of the hypotheses. These tools were selected based on the nature of the objectives and research questions and hypotheses of the study.

3.8. Ethical Consideration

This is an important part of this study because it helps to focus on major issues of ethics in research which are as follows: anonymity, confidentiality, conflict of interest. These ethical issues will be adequately taken into consideration and cautiously treated by allaying the fears of respondents about their anonymity and by providing all the information necessary for the purpose of this study.

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Endnotes

1. W. Zikmund, *A Business Research Method Orlando,* **Drydeen Press, Harcourt College Publishers**, 2000.

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Chapter Four

Results and Discussion of Findings

This chapter presents the analysis of data generated for this study. The research relied on both primary and secondary sources of information. For the primary data, both quantitative and qualitative data gathering techniques were used, while published documents served as the source of the secondary data. The analysis involved simultaneous reporting, in which the two sources of data gathering techniques (questionnaire and published documents) were used to complement one another. This was also done thematically and in consonance with the study objectives. Information regarding socio-demographic characteristics of the respondents, participant response rate and test of hypotheses are also presented. The discussion of findings was further carried out in the chapter. The study adopted the SSPSS version 25 for the descriptive statistics and inferential types to analyze the data.

4.1 Demographic Characteristics of the Respondents

4.2 Response Rate

Table 4.1: Response Rate of Research Participants

Responses	Frequency	Percentage
Questionnaire Distributed	475	100
Returned and Usable Questionnaire	475	100

Source: Field Survey, 2025.

A total of four hundred and seventy-five (475) copies of questionnaire was administered and all the copies of questionnaire were properly filled and returned. This implies that all the copies of questionnaire were usable and fit for analysis. The response rate was 100 percent. The high response rate was recorded due to the help of the selected companies;

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Human Resource department which assisted with the administration and collection of the questionnaire. The response rate result is presented in Table 4.1.

Table 4.2: Socio-Economic Characteristics

Variables	Categories	Frequency	Percentage (%)
Gender	Female	306	64.42%
	Male	169	35.58%
Age	(31-40) years	125	26.37%
	(41-50) years	270	56.84%
	(51-60) years	63	13.29%
	(61 & above) years	13	2.74%
	Less than 30yrs	4	0.84%
Marital Status	Divorced	41	8.65%
	Married	317	66.88%
	Separated	83	17.51%
	Single	34	6.96%
Educational Qualification	BSc/HND	236	49.68%
	MA	182	38.39%
	MSc	36	7.59%
	Others	1	0.21%
	PhD	20	4.22%
Length of Service			
	5-9 years	240	50.5%
	10-14	160	33.7%
	15-19	50	10.5%
	20 and above	25	5.3%
Status/Rank	Junior	224	47.1%
	Supervisor	130	27.4%
	Manager	75	15.8%
	Senior manager	36	7.6%
	Top management	10	2.1%
Location	Lagos state	262	55.16%
	Ogun state	100	21.10%
	Oyo state	113	23.84%
	Total No. of Respondents	**475**	**100.00%**

Source: Field Survey, 2025

Data presented in Table 4.2 show the demographic information of the respondents. The key variables of discussion are gender, age, marital status, educational qualification,

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length of service, status/rank of participants and company's locations in Southwest, Nigeria. These variables were viewed as basic explanatory attributes capable of influencing the effect of corporate governance on performance of the selected companies. Results in Table 4.2 reveal that gender distribution of female respondents 306(64.42%) dominated the study, while the remaining 169(35.58%) are males. This presents a ratio of almost 2:1 across the gender group, skewed in favor of females. Comparative gender data presents a high level of gender disparity exhibiting almost double the numerical strength of female employees compared to the male workforce. This result is often unusual in the manufacturing industries, as a result of night shift work. The Nigerian Labor Law stipulates that women workers must not engage in night duty except in the health industry. However, it is obvious that females dominated the selected manufacturing organizations. This situation might not be unconnected with the fact that the personal care products companies are involved in monotonous and repeated pattern of work, which never changes and requires careful attention, which females could offer better than men. Aside this, the notion of this imbalance suggests an uncommon trend in the workforce participation, where female representation is considerably higher than male participation. Such a gender distribution may be also a reflection of a broader societal change, including increased female participation in industrial work process, particularly in roles traditionally dominated by males in the manufacturing sector.

The demographic information about the respondent' age reveals that majority of the respondents 270 (56.84%) 41 – 50 years of age, 125 (26.37%) are between 31 – 40 years of age, 63 (13.29%) are between 51-60 years of age, 13 (2.74%) are between 61 years and above, 4 (0.84%) are less than 30 years of age. The deduction from these findings, is that in the private sector in Nigeria, most especially in the manufacturing sector, there is in place, the manpower specification policy, which adequately describes the age of

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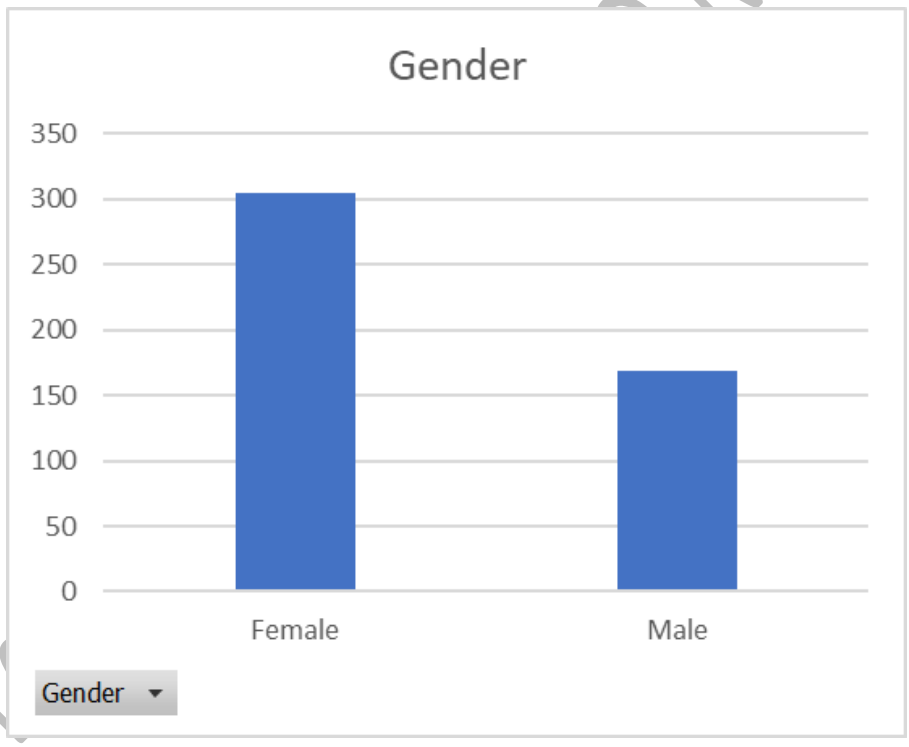
employee that fits for recruitment, selection and placement. The selected companies preferred adult females who are relatively agile, physically fits and capable with the rigours of monotonous industrial work process. The age implication similarly correlates with greater experience and stability on the job. On marital status of respondents, more than two-thirds 317(66.88%) were married, less then one-fifth, that is 83(17.51%) were separated. The divorced ones, 41(8.65%) were less than one-tenth of the respondents, while single type, constituted a negligible 34(6.96%) of the sample population. The obvious deduction is that most of the respondents were married and which connotes that they will be more matured and responsible than the single type on the job.

Information about the educational qualification of the respondents revealed that the study is dominated by respondents with BSC/HND degree certificates 236(49.68%) respondents, followed by 182 (38.39%) with Masters of Arts (MA) degree certificates, 36 (7.59%) with Masters of Science degree certificates. Other were 20 (4.22%) while PhD degree certificates, 1 (0.21%). The others with different academic qualifications that were those that were not specified. Also, the data on length of service of the respondents, present a mean of 6.5 years and majority, more than half of the respondents had worked for 10-14 years. Those who worked for 15-19 years accounted for 10.5% while those who have worked for 20 years and above, are 25(5.3%). It is therefore assumed that since respondents have fairly long service years, they would certainly be in a better position to give unprejudiced and honest opinion on organizational functioning of governance and how it affects performance in the selected manufacturing companies. In terms of employment cadre/status respondents who are junior workers are in the majority in the study and constituted 224(47.1%) of the sample population. This cadre of staff was followed by supervisory employees 130(27.4%), next to them were mangers 75(15.8%), senior managers 36(7.6%) and lastly, the top management staff 10(2.1%). The

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implication of this finding is that quite a good number of the respondents although were in the junior cadre, but would likely give candid opinion on how corporate governance affect the performance of the selected companies. However, the locations of the respondents varied, majority of them are from Lagos State with 262 (55.16%) in number, 100 (21.10%) are from Ogun State, while 113 people (23.84%) are located in Oyo State. This is because Lagos State has the highest and biggest concentration of personal care manufacturing firms and it is the hub of Nigeria commercial activities over the years in the country.

Figure 2.2 - Gender Demographic Representation.



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Figure 2.3 - Age Demographic Representation.

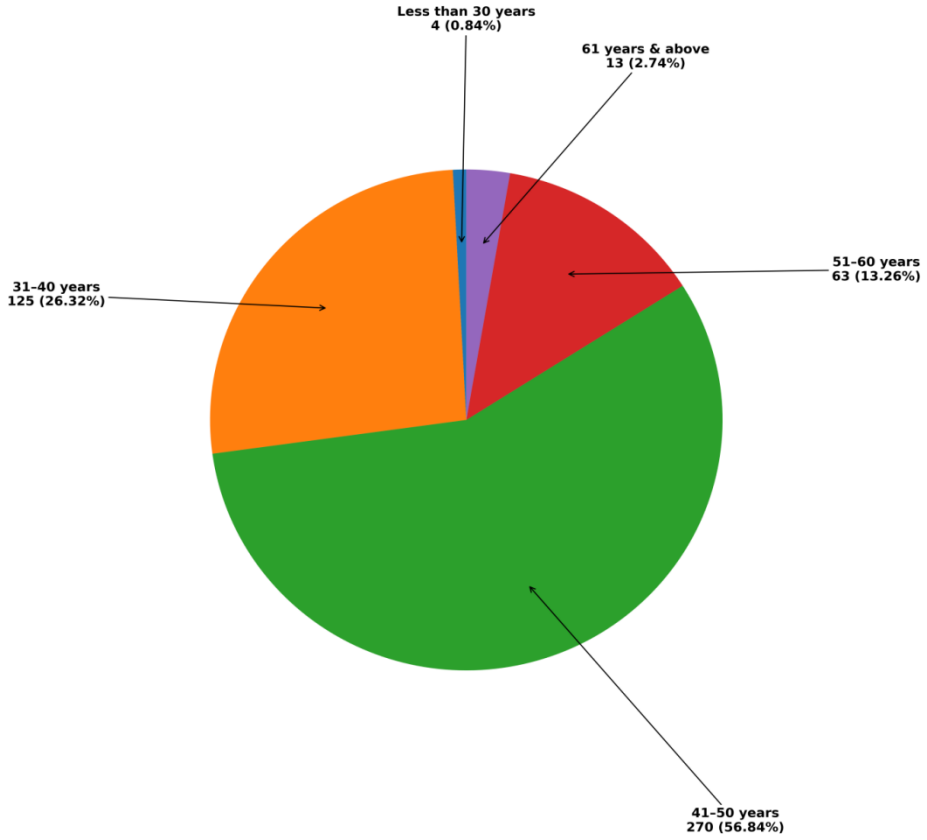


Figure 2.4 - Marital Status Demographic Representation.

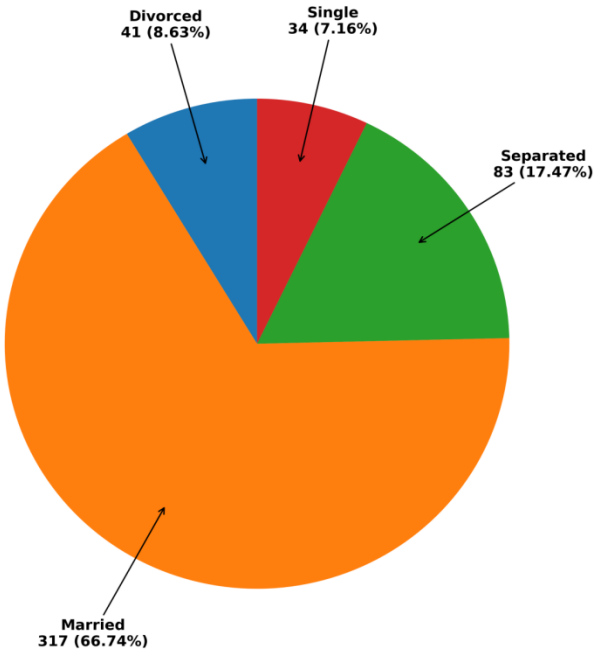


Figure 2.5- Educational Qualification Demographic Representation.

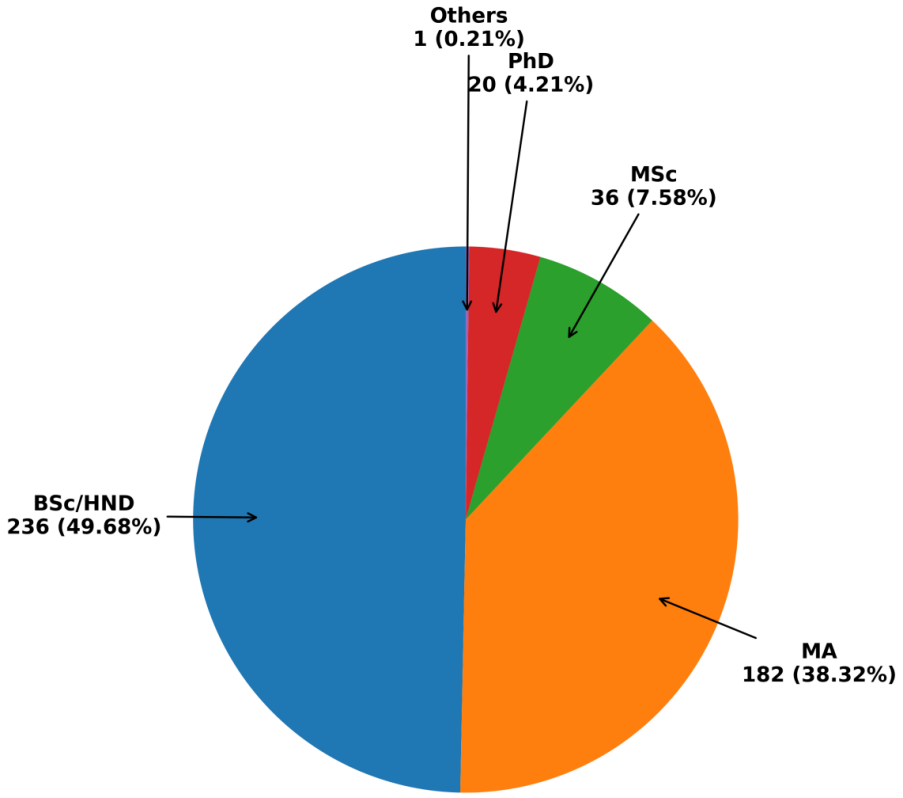


Figure 2.6 -Length of Service Demographic Representation.

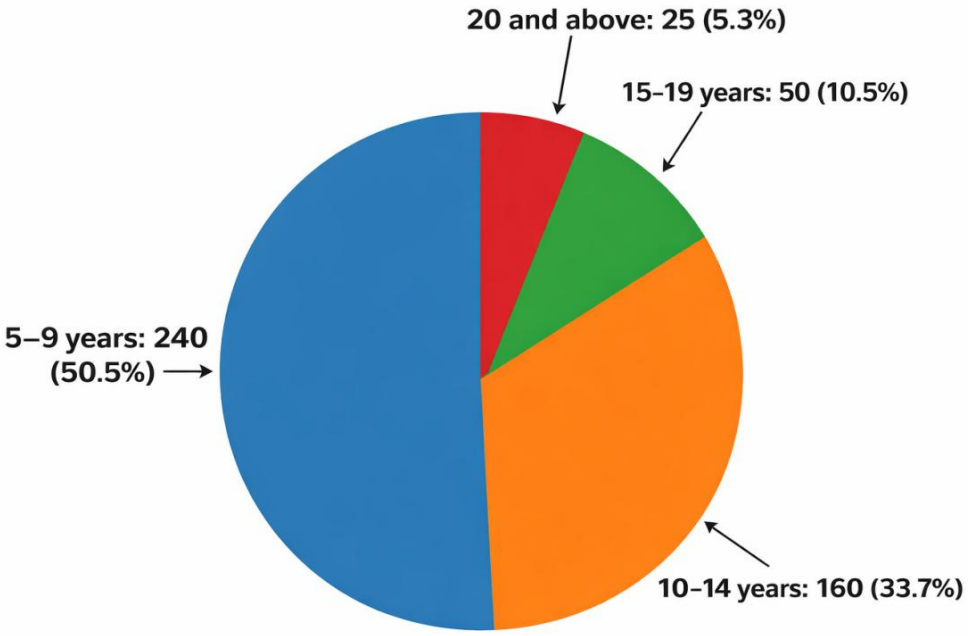


Figure 2.7 - Status/Rank Demographic Representation.

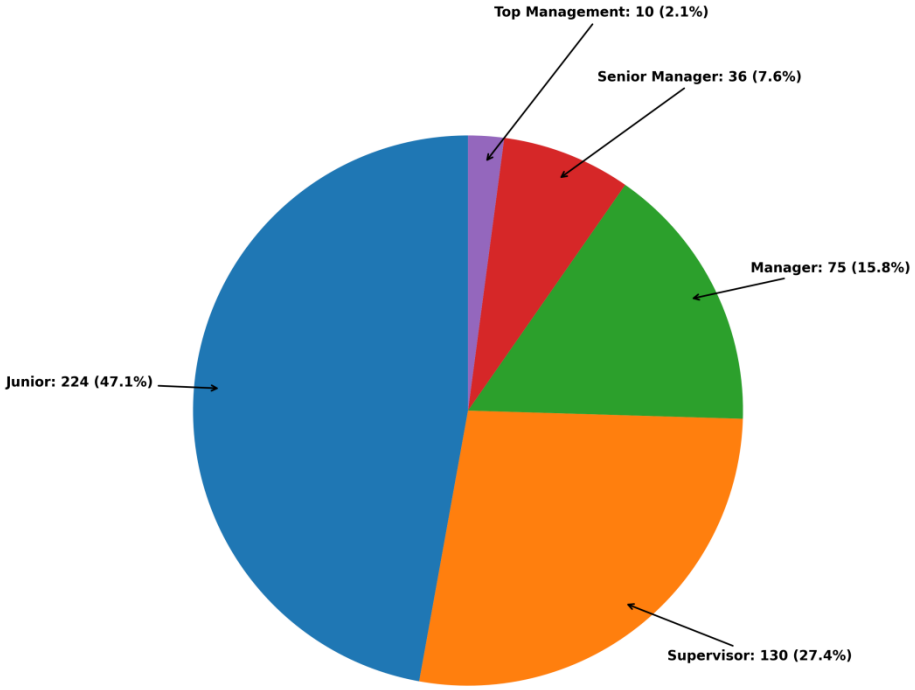
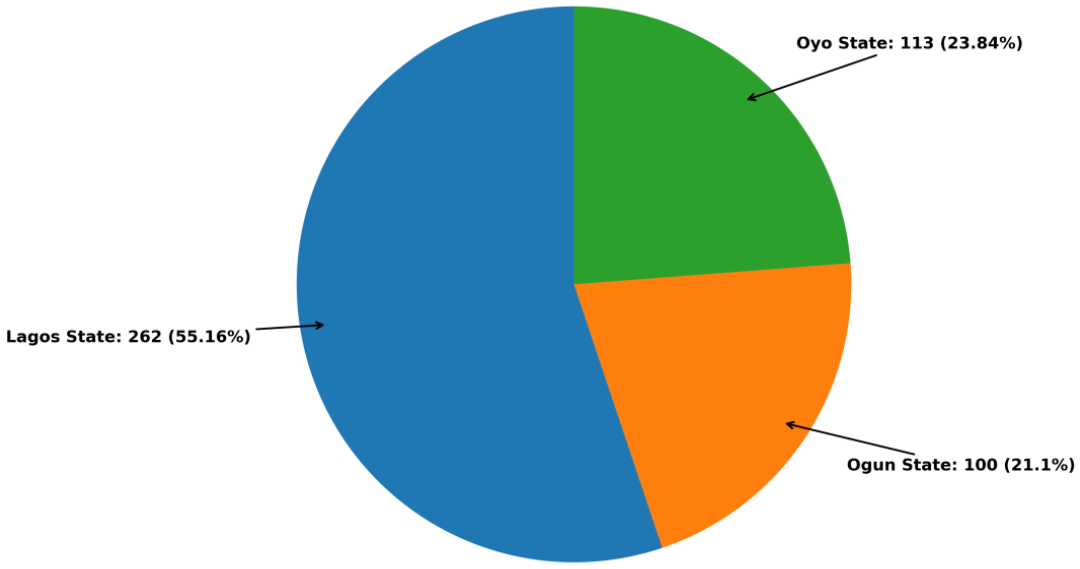


Figure 2.8 - Location Demographic Representation.



Research Question One: What is the effect of board size on the return on equity of the selected personal care products manufacturing firms?

Table 4.3: Descriptive Analysis of the Responses on Board Size

Board Size	SA %	A %	D %	SD %	Mean	Std. Dev.
1. Board size of the firm allows for diverse perspectives on effective interaction.	226 (47.4%)	116 (24.3%)	10 (2.1%)	123 (25.8%)	2.95	1.238
2. Board size is imbued with a mix of expertise	210 (44.0%)	139 (29.1%)	18 (3.8%)	108 (22.6%)	2.94	1.179
3. The firm has a balanced board size.	153 (32.1%)	208 (43.6%)	100 (21.0%)	11 (2.3%)	3.07	0.791
4. The board size influences positively the board functioning of corporate practices	81 (17.0%)	216 (45.3%)	167 (35.0%)	11 (2.3%)	2.77	0.751
5. The board size provides a sufficient number of committees that facilitates strategic decision making.	91 (19.1%)	250 (52.4%)	114 (23.9%	20 (4.2%)	2.87	0.764
6. Board size concise does not distort the company's operating performance	117 (24.5%)	222 (46.5%)	106 (22.2%)	29 (6.1%)	2.90	0.841

Weighted Mean = 2.92

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Source: Field Survey 2025

According to the results in Table 4.3, almost half of the sample population 226(47.4%) strongly agreed that board size of the firm allows for diverse perspective on effective interaction, 116(24.3%) agree, more than one quarter of the respondents 123(25.8%) strongly disagree, while the remaining few 10(2.1%) of the respondents disagree. On the

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average the result has mean **x** = 2.95, std. dev. = 1.238). Results also showed that majority 349(73.1%) of the respondents agreed in both strong and mild terms that the board size is imbued with a mix of expertise. The rest, 126(26.9%) disagreed I both strong and mild terms. This finding has mean **x** = 2.94 std dev. 1.179). Results also showed that the selected manufacturing firms had balanced board size. Majority, three-quarters that is, 361(75.7%) of the respondents agreed in both strong and mild terms. The remaining 111(24.3%) of the respondents disagreed in both strong and mild terms. On the average, the mean score indicated (**x** = 3.07, std. dev. 0.75). Furthermore, the respondents indicated that board size influenced positively the board functioning of corporate sizes. Majority, 297(62.3%) agreed both strongly and mildly, while the rest 178(37.7%) of the respondents disagreed. On whether the board size provides a sufficient number of committees that facilitates strategic decision making, 91(19.1%) of the respondents strongly agree, 250(52.4%) agree, 114(23.9%) disagree and the rest 20(4.2%) strongly disagree. On the average, the respondents indicated mean score value of 2.87 and std. dev. = 0.764). The findings whether the board size concise does not distort the company's operating performance and return on equity, majority, 339(70.0%) of the respondents were both in strong and mild agreement. The remaining 136(30.0%) of the respondent disagreed in both strong and mild terms. On the average the mean score value is 2.90 and std. dev. = 0.841. The implication of these findings is that board size is balanced and allowed for diverse perspective on effective interaction which did not any way distort the selected companies operating performance and return on equity. The overall grand mean result of 2.92 is high enough to justify that the board size has a mix of expertise, which positively affects return on equity. On the basis of this, it can further be inferred that some of the prevailing issues on board size are balanced size, imbued with mixed of expertise. The decision rule to make sense of the four Likert scale

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is the mean response rate which suggest that Strongly Disagree = 1.00 – 1.49, Disagree = 1.50 – 2.49, Agree = 2.50 – 3.49 and strongly Agree = 3.50 – 4.00.

Table 4.4: Descriptive Analysis of the Responses on the Return on Equity

Return on Equity	SA %	A %	D %	SD %	Mean	Std. Dev.
1. The returns of equity on the firm shows an upward trend	64 (13.4%)	180 (37.7%)	200 (41.9%)	28 (5.9%)	2.59	0.795
2. The return of equity shows a positive return on net assets of the firm.	72 (15.1%)	265 (55.6%)	93 (19.5%)	42 (8.8%)	2.78	0.811
3. The company has successfully enhanced shareholder value through high return on equity.	164 (34.4%)	177 (37.1%)	98 (20.5%)	33 (6.9%)	3.00	0.915
4. Investment decisions made by the company have effectively enhanced the return on equity.	54 (11.3%)	287 (60.2%)	122 (25.6%)	12 (2.5%)	2.81	0.660
5. The return on equity portrays that the firm generates profit from invested revenue.	57 (11.9%)	284 (59.5%)	125 (26.2%)	8 (1.7%)	2.82	0.649
6. The firm return of equity on the firm indicates that the firm is doing well in comparison to its competitors.	92 (19.3%)	355 (74.4%)	14 (2.9%)	13 (2.7%)	3.15	0.1.04
7. The firm efficiently uses its shareholder's equity to generate enough income/cash.	73 (15.3%)	335 (70.2%)	56 (11.77%)	11 (2.3%)	2.99	0.604
8. The firm's return on equity indicates has growth rate is consistently high over time	95 (19.6%)	173 (36.3%)	191 (40.0%)	16 (3.4%)	2.73	0.816
Weighted Mean = 2.86						

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Source: Field Survey 2025

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Data presented in Table 4.4 indicates the descriptive analysis on Return on Equity. Majority of the respondents agreed in strong and mild terms that return on equity in the selected manufacturing companies showed an upward trend. The rest 231(48.9%) disagreed. On the average the mean score value is (2.59, std. dev. 0.795). On whatever return on equity showed a positive return on net assets of the companies, majority 337(60.7%) of then respondents agreed both in strong and mild terms. The rest 118(39.3%) of the respondents disagreed. The weighted average mean score value is (**x** = 2.78, std. dev. 0.811). Also, on whether the company has successfully enhanced shareholder value through high return on equity, majority 341(71.5%) of the respondents agreed in both strong and mild terms. The rest 134(28.5%) disagreed. On average, the mean score value is 3.0 and std. dev.= 0.915).

In addition, almost three-quarters that is, 341(71.5%) of the respondents strongly and mildly agreed that investment decisions made by the company have effectively enhanced the return on equity. The remaining 134(28.5%) of the sample population disagreed. On the average, the mean score value is (2.81, std. dev. =0.660). Results also indicated that 57(1.9%) and 284(59.5%) agreed both in strong and mild terms, that the return on equity portrays that the firm generates profit from invested revenue. The rest 134(28.5%) disagreed. On average respondents indicated that this item with rating, has a mean of 2.82 and std. dev. = 0.649). On whether the return on equity indicates that the selected firms are well in comparison to their competitors, an overwhelming majority 447(91.7%) agreed both strongly and mildly. Only a negligible 28(8.3%) disagreed. Further results indicates on average a mean score value of 3.15 and std. dev. = 0.104. Also, more than three-quarters, that is, 408(85.5%) agreed in both strong and mild terms that selected firms efficiently uses their shareholder equity to generate enough income/cash. The remaining 67(14.5%) disagreed. On average, the finding has a mean score value of 2.99

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and std. dev. = 0.604. Lastly, on whether, the firms return on equity has indicated growth rate that is consistently high over time, majority 270(55.9%) agreed in both strong and mild terms. The remaining 215(44.1%) of the respondents agree. The result also showed a mean score value of 2.73 and std. dev. = 0.816. In sum, the grand weighted mean score value **x** = 2.86. This value indicates that there is a positive effect of board size on return on equity. This suggests that the board size greatly affects the return on equity of the selected personal care products manufacturing companies in Southwest Nigeria.

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4.2.1.2 Research Question Two: What is the effect of board independence on the profitability of personal care products manufacturing companies in Southwest Nigeria?

Table 4.5: Descriptive Analysis of the Responses on Board Independence

Board Independence	SA %	A %	D %	SD %	Mean	Std. Dev.
1. The board has a high independence	69 (14.5%)	268 (56.2%)	129 (27.0%)	8 (1.7%)	2.84	0.679
2. The independence of the board enhances transparency	44 (9.2%)	280 (58.7%)	145 (30.4%)	5 (1.1%)	2.77	0.622
3. Independence of the board fosters trust.	41 (8.6%)	148 (31.0%)	275 (57.7%)	10 (2.1%)	2.46	0.614
4. The board independence fosters good plight and to get accurate information on time.	21 (44.4%)	173 (36.3%)	269 (56.4%)	10 (2.1%)	2.43	0.614
5. The independence of the board serves as panacea to the limitation of the shareholders.	103 (21.6%)	231 (48.4%)	132 (27.7%)	8 (1.7%)	2.91	0.745
6. Board independence ensures arbitrary role of settlement between management and employees.	82 (17.2%)	254 (53.2%)	89 (18.7%)	47 (9.9%)	2.79	0.846
7. Board independence permits monitoring and over sighting of management performance.	85 (17.8%)	253 (53.0%)	90 (18.9%)	44 (9.2%)	2.80	0.840

Weighted Mean = 2.71

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Source: Field Survey 2025

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Data presented in Table 4.5 indicates that majority 327(70.7%) agreed in both strong and mild terms that the board has a high independence. The remaining (28.7%) of the respondents disagreed both strongly and mildly. On the average the mean score is (2.84, std. dev. = 0.679). Results also showed that majority 324(62.3%) of the respondents strongly agreed that the independence of the board enhances transparency, which implicates return on equity. The rest, 151(37.7%) of the respondents disagreed both mildly and strongly. On the average, the mean score value is (2.77, std. dev. = 0.622). On whether the independence of the board fosters trust, just over one-third, that is 189(39.6%) of the respondents only agreed in both strong and mild terms, the remaining majority, 285(60.4%) of the respondents disagreed. On the average, the mean score value is 2.46, std. dev. = 0.614). On the results whether the board independence fosters good plight to get accurate information on time, majority 279(58.5%) of the respondents disagreed in both mild and strong terms, the rest, 196(41.5%) of the respondents agreed in both strong and mild terms. On the average, the mean score value is 2.43, std. dev. = 0.614).

Furthermore, in Table 4.5, data presented indicates that majority 334(70.4%) of the respondents agreed in strong and mild terms that the independence of the board serves as panacea to the limitation of the share-holders. The rest 119(29.1%) of the respondents disagreed. On the average the mean score value is (2.91, std. dev. = 0.745). On whether board independence ensures arbitrary role of settlement between management and employees, majority 336(60.40%) of the respondents agreed, while the rest 114(39.6%) of the respondents disagreed in mild and strong terms. The mean score value is (2.79, std. dev. = 0.846). The results on whether board independence permits monitoring and oversighting of management performance, 338(60.8%) agreed in both strong and mild terms. The remaining 137(3.2%) of the respondents disagreed. On the average, the mean

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score value is (2.80, std. dev. = 0.840). On the whole, the grand weighted mean average is 2.71. The inference deduced from these findings indicated that board independence serves and an effective panacea to the limitation of the shareholders and permits monitoring of the management activities to ensure return on equity in the selected company. The grand mean weighted average of 2.71 is high enough to justify the assumed inference.

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Table 4.6: Descriptive Analysis of the Responses on Profitability

Profitability	SA	A	D	SD	Mean	Std. Dev.
1. Profitability has increased in the company	215 (45.1%)	126 26.4%)	11 (2.3%)	121 (25.4%)	2.92	1.224
2. The company consistently achieved financial goal in the past five years	145 (30.4%)	194 (40.7%)	117 (24.5%)	19 (4.0%)	2.98	0.844
3. The company is able to stay within estimated resources.	80 (16.8%)	251 (52.6%)	131 (2.5%)	13 (2.7%)	2.84	0.727
4. The company adapts quickly to prevailing conditions to enhance profitability.	77 (16.1%)	249 (52.2%)	137 (28.7%)	12 (2.5%)	2.82	0.722
5. The company resources are efficiently managed to ensure profitability.	164 (34.4%)	173 (36.3%)	115 (24.1%)	23 (4.8%)	3.01	0.885
6. Operational efficiency has significantly contributed to the improvement of the net profit margin.	105 (22.0%)	237 (49.7%)	103 (21.6%)	30 (6.3%)	2.88	0.823
7. Effective cost management practices have positively impacted on the firm's net profit	142 (29.8%)	199 (41.7%)	39 (8.2%)	95 (19.9%)	2.82	1.072
8. The firm capacity has been able to create revenues exceeding financing costs.	143 (30.0%)	198 (41.5%)	31 (6.5%)	103 (21.6%)	2.80	1.094
Weighted Mean = 2.88						

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Source: Field Survey 2025

According to the results in Table 4.6, an overwhelming majority 341(71.5%) of the respondents agreed in both strong and mild terms, that profitability has increased in the

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selected manufacturing companies. The rest, just over one-quarter, that is, 134(28.5%) disagreed. On average, further results show a mean value of 2.92 and std. dev. = 1.224. On whether, the selected manufacturing companies consistently achieved financial goals in the past five years, majority 331(71.1%) agreed in both strong and mild terms. The remaining 146(28.9%) of the respondents disagreed. On the average, the result also showed a mean score value of 2.98 and std. dev. = 0.844. The results in Table 4.6 also indicated that the selected companies are able to stay within estimated resources. Majority 331(69.4%) of the respondents agreed both in strong and mild terms to this view. The rest, 144(30.6%) of the respondents disagreed. On the average, the finding has a mean score value 2.84 and std. dev. = 0.727. On whether the selected manufacturing companies adapt quickly to prevailing condition to enhance profitability, a substantial majority 326(68.3%) agreed in both strong and mild terms. The rest 149(31.7%) disagreed. The findings also has mean score value of 2.82, std. dev. = 0.722. It is clear from these results that profitability is enhanced in the company through the association of board independence. Furthermore, results indicates that, majority 337(70.7%) of the respondents agreed in both strong and mild terms that the companies resources are efficiently managed to ensure profitability. The rest 138(29.3%) of the respondents disagreed. On average, the result also indicates a mean score value of 3.01, std. dev. = 0.885. On whether operational efficiency has significantly contributed to the improvement of the net profit margin through board independence, majority 342(69.7%) agreed in both strong and mild terms, the remaining 133(31.3%) of the respondents disagreed. On average, the findings showed a mean score value of (2.88, std. dev. = 0.823). A substantial majority 341(71.5%) agreed in both strong and mild terms, while the remaining 114(28.5%) disagreed. The result additionally has mean score value **x** = 2.82, std. dev. = 1.072 that effective cost management practices have positively impacted

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on the companies' net profit. Lastly, on whether the companies capacity has been able to create revenues exceeding financing cost, 341(71.5%) agreed in both strong and mild terms. The remaining, just a little over one-quarter, that is 114(28.5%) of the respondents disagreed. On the while, the grand mean weighted average **x** = 2.88. In order to be able to determine the profitability level of the selected manufacturing companies, a threshold of **x** 4+1*2=2.5 was applied. Since, the overall weighted mean score value is higher than the threshold of 2.50, it can be suggested the profitability level of the personal care product manufacturing companies is fairly high through the association of board independence. When board members are independent and allowed to do their job without interference from management, there is greater hope and likelihood, that profitability will be enhanced.

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4.2.1.3 Research Question Three: What is the effect of dual leadership on the **return on asset** of selected personal care products manufacturing companies in Southwest Nigeria?

Table 4.7: Descriptive Analysis of the Responses on Leadership Duality

Leadership Duality	SA	A	D	SD	Mean	Std. Dev
1. Leadership duality provides quicker setting of the company's strategic aims on diverse range of investment.	58 (12.2%)	282 (59.1%)	117 (24.5%)	15 (3.1%)	2.83	0.801
2. Leadership duality ensures proper principled activities like direction, executive action and accountability.	29 (6.1%)	207 (43.4%)	228 (47.8%)	9 (1.9%)	2.54	0.664
3. Leadership duality allows to put into effect the supervision of the management of business and reporting the shareholders on their stewards.	68 (14.3%)	147 (30.8%)	245 (51.4%)	13 (2.7%)	2.57	0.767
4. Leadership duality is a regime of better accountability and cost effectiveness	59 (12.4%)	190 (39.8%)	207 (43.4%)	17 (3.6%)	2.62	0.748
5. Leadership duality helps to prevent corporate failures	148 (31.0%)	166 (34.8%)	50 (10.5%)	109 (22.9%)	2.75	1.131
Weighted Mean = 2.66						

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree
Source: Field Survey 2025

Respondents were asked questions on leadership duality issues. On whether dual leadership provides quicker setting of the companies strategic aims on diverse range of investment, and return on asset, a vast majority 340(71.3%) of the respondents agreed in both strong and mild terms. Only the rest 135(28.7%) of the respondents disagreed. Further results showed a mean score value (**x** = 2.83, std. dev. = 0.801). Table 4.7 also shows that overall, less than five (5) out of ten (10) that is (49.4%) of the respondents in

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the total sample population agreed that dual leadership ensures proper principled activities like direction executive action and accountability to ensure return on assets. Majority (50.6%) of the respondents disagreed. On average, the man score value (**x** = 2.54, std. dev. = 0.664). Furthermore, less than half 215(45.1%) of the respondents agreed in both strong and mild terms that dual leadership allows to put into effect the supervision of the management of business and reporting to the shareholders on their stewards. The rest 260(54.9%) of the respondents disagreed. On average the findings has a mean score value (**x** = 2.57, std. dev. = 0.767). Also, on whether dual leadership is a regime of better accountability and cost effectiveness to ensure return on assets, less than half, that, is, 215(45.1%) of the total sample population agree in both strong and mild terms. The rest, 260(54.9%) disagreed. On average, the finding indicates a mean score value (**x** = 2.62, std. dev. = 0.748). Lastly, on the question whether dual leadership helps to prevent corporate failures and ensures return on assets, majority 314(65.8%) of the respondents agreed in both strong and mild terms. The remaining, just a little over one-third, that 161(34.2&) of the sample population disagreed. On average, the finding has a mean score value **x** = 2.75, std. dev. = 1.131). On the grand weighted average, the mean score value (**x** = 2.66). From the table of correlation, the value of 0.810 showed a significant effect of dual leadership on return on assets of selected personal care products manufacturing companies in Southwest Nigeria.

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Table 4.8: Descriptive Analysis of the Responses on Return on Assets

RETURNS ON ASSETS	SA	A	D	SD	MEAN	STD. DEV.
Returns on investment are profitable in the company	56	285	119	15	2.80	0.680
Returns on investment produces adequate revenue growth	84	258	116	17	3.01	1.902
Returns on investment ensure an protects the firm's medium and long-term growth	229	113	16	117	2.78	1.311
Returns on investment in the firm portrays that the use of capital is effective	102	241	102	30	2.67	0.817
Returns on investment focuses on result and consistently indicates positive outcome	95	248	109	23	2.87	0.773
Returns on investment brings better rewards to the company	101	241	107	26	2.87	0.797
The value of the firm's investment has increased, if sold and compared with the initial cost	118	222	105	30	3.05	0.926
Investors receive good returns from their investment	122	219	27	107	2.85	1.139
					Grand Weighted Mean = 2.89	

Source: Field Survey, 2025.

According to the results in Table 4.8, almost three quarters, 321(71.8%) of the respondents agreed in both strong and mild terms that returns on investment are profitable in the selected companies. The rest 134(28.2%) of the respondents disagreed. On the average, the result has mean score value (**x**= 2.80, std. dev. = 0.680). On whether return on investment produces adequate revenue growth, majority, 321(71.8%) of the respondents agreed in both strong and mils terms. The remaining, just over one quarter, 134(28.2%) of the respondents disagreed. On the average, the mean score value (**x** = 3.01, std. dev. = 1.906). This same pattern of response was maintained in the selected companies. Results on return on investment ensures and protects the companies' medium and long-term growth, were also the same with the other two. On average, the mean

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score value (**x** = 2.78, std. dev. = 1.311). Data presented in Table 4.10 also indicate that majority, 343(72.2%). The remaining 132(27.8%) disagreed. The mean score value of the finding is (**x** = 2.67, std. dev. = 0.817), when the respondents were asked whether return on investment in the companies portrayed that the use of capital is effective. Furthermore, on whether returns on investment focuses on result and consistently indicates positive outcome, a substantial majority 343(71.9%) agreed in both strong and terms. The rest, 132(28.1%) of the respondents disagreed. The mean score value showed (**x** = 2.87, std. dev. = 0.773). Respondents were further asked whether returns on investment brings better rewards to the company, majority 342(71.8%) of the respondents agreed both in strong and mild terms. The rest 132(28.2%) disagreed. On the average, the mean score value of the finding indicates **x** = 2.87, std dev. = 0.797). On the question, whether the value of the companies investment has increased, if sold and compared with the initial cost, majority, 340(71.4%) of the respondents agreed in both strong and mild terms. The rest 134(28.6%) of the respondents disagreed. Lastly, when asked if investors receive good returns from their investment as of leadership duality, majority 341(71.6%) of the respondents agreed in both strong and mild terms. The remaining, 134(28.4%) of the respondents disagreed. The mean value score of findings is (**x** = 2.85, std. dev. = 1.139). These results are indications, that leadership duality the separation of chairman of board and Chief Executive Officer of the companies have significant association with return on investment. On the overall, the grand mean is **x** = 2.89.

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Research Question Four: What is the effect of ownership structure in shareholder satisfaction of the selected manufacturing companies.

Table 4.9: Descriptive Analysis of the Responses on Ownership Structure.

Ownership Structure	SA	A	D	SD	M	Std. Dev
1. Ownership structure is a strategic mechanism to foster accountability.	28 (5.9%)	301 (663.1%)	137 (28.7%)	5 (1.0%)	2.75	0.57774
2. It provides protection against unnecessary risks.	58 (12.2%)	249 (52.2%)	153 (32.1%)	11 (2.3%)	2.75	0.693
3. It gives better control over corporate assets placed in the hand of the leader.	111 (23.3%)	213 (44.7%)	136 (28.5%)	10 (2.1%)	2.90	0.776
4. It puts in place the larger term of interest of the firm	60 (12.6%)	275 (57.7%)	123 (25.8%)	14 (2.9%)	2.81	0.686
5. It puts effective check on the tendency of the managerial class to put their own first.	76 (15.9%)	263 (55.1%)	121 (25.4%)	13 (2.7%)	2.85	0.711
6. It facilitates the desirability of the separation of the role of the chairman and chief executive	83 (17.4%)	169 (35.4%)	203 (42,.6%)	17 (3.6%)	2.67	0.803
Weighted Mean = 2.79						

Source: Field Survey, 2025.

Data presented in Table 4.9 indicates that less than one-tenth, that is 28(5.9%) of the respondents strongly agree that the ownership structure is a strategic mechanism to foster accountability and ensure shareholders satisfaction. However, two-third, that is 301(66.3%) of the respondents, agree. The rest 146(28.2%) of the respondents disagree

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in both strong and mild terms. On the average, the findings indicated a mean score value of (**x** = 2.75, std. dev. = 0.58). On whether the ownership structure provides protection against unnecessary risks to ensure shareholder satisfaction, majority 307(64.4%) of the respondents agreed in both strong and mild terms. The remaining 168(35.6%) disagreed. The finding also indicates a mean score value of (**x** = 2.75, std. dev. = 0.693). With regards to whether the ownership structure gives better control over corporate assets placed in the hand of management to ensure shareholders satisfaction, almost one quarter that is 111(23.3%) of the respondents strongly agree, 213(44.7%) agree. The rest, 146(30.6%) of the respondents disagreed. On the average, the findings, revealed a mean score value of **x** = 2.90, std. dev. = 0.776). Majority 331(70.3%) of the respondents agreed in both strong and mild terms, that the ownership structure in place puts the larger term of the interest of the companies to ensure shareholder satisfaction. The remaining, 144(29.3%) of the respondents disagreed. Further findings, indicate on the average a mean score of (**x** = 2.81, std. dev. = 0.686). On whether the ownership structure puts effective check on the tendency of the managerial class to put their own first, 76(15.9%) strongly agree, more than half, that is 263(55.1%) of the respondents agree. The rest 134(28.1%) disagreed. Further findings on the average, indicate a mean score value of (**x** = 2.85, std. dev. = 0.711). With regards to whether the ownership structure facilitates the desirability of the separation of the role of the Chairman and Chief Executive, 83(17.4%) strongly agree, more than one third, 169(35.4%) agree. The remaining 220(46.2%) disagreed. On the average, the mean score value of the finding indicates **x** =2.67, std. dev. = 0.803). These results showed a fairly strong indication that there is a positive dependency on ownership structure in the selected companies.

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Table 4.10: Descriptive Analysis of the Responses on Customers' Satisfaction.

Customers' Satisfaction	SA	A	D	SD	Mean	Standard Deviation
1. The customers are timely in responding to issues related to company's need.	134 (28.1%)	208 (43.6%)	113 (23.7%)	19 (4.0%)	2.96	0.826
2. Customer satisfaction level is increasing.	141 (29.6%)	201 (42.1%)	108 (22.6%)	25 (5.2%)	2.96	0.857
3. Customers complaint has decreased.	185 (38.8%)	157 (32.9%)	106 (22.2%)	26 (5.5%)	3.06	0.912
4. The company is customer oriented	166 (34.8%)	175 (36.7%)	101 (21.2%)	32 (6.7%)	3.00	0.914
5. The company gives positive reaction with change to delight customers.	158 (33.1%)	183 (38.4%)	31 (6.5%)	102 (21.4%)	2.84	1.112
6. The company creates avenue for customers feedback.	157 (32.9%)	184 (38.6%)	39 (8.2%)	95 (19.9%)	2.85	1.092
7. Customers complaints are handled without prejudice	168 (35.2%)	174 (36.5%)	19 (4.0%)	114 (23.9%)	2.83	1.153
8. Customers satisfaction is a priority for the organization	240 (50.3%)	102(21.4 %)	22 (4.6%)	111 (23.3%)	2.99	1.220
Weighted Mean = 2.94						

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree

Source: Field Survey 2025

According to the data presented in Table 4.10, more than seven(7) out of ten(10), that is 72.2% of the respondents agreed in both strong and mild terms that the customers are

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timely in responding to issues related to companies need. The rest, just a little over one-quarter, 27.8% of the respondents disagreed. Further result on the average indicates a mean score value of (**x** = 2.96, std. dev. = 0.826). On whether, the customers satisfaction is increasing, a vast majority, 339(71.8%) agreed in both strong and mild terms. The remaining, 136(28.2%) disagree. The mean score value indicates (**x** = 2.96, std. dev. = 0.857). With regards to whether customers' complaint has decreased, a substantial majority 378(71.6%) agreed in both strong and mild terms. The rest, 97(28.4%) disagree. The mean score value showed (**x** = 3.06, std. dev. = 0.912). On whether the company gives positive reaction with change to delight shareholders, almost half of the total sample population 219(46.6%) strongly agree. One quarter, that is 120(25.4%) of the respondents agreed. The rest 135(46.0%) disagreed. On the average the findings indicate a mean score value of (**x** = 2.84, std. dev. = 1.112). On whether the companies, creates avenue for customers' feedback, more than half of the respondents 338(71.7%) agreed in both strong and mild terms. The remaining 137(28.3%) disagreed. The mean score value indicated (**x** = 2.85, std. dev. = 1.092). With regards to whether customers complaints are handled without prejudice, majority, 339(71.8%) agreed in both strong and mild terms. The rest 136(28.2%) of the respondents disagreed. On the overall, the mean score value of the finding showed (**x** = 2.83, std. dev. = 1.153). Lastly, when respondents were asked, whether customers satisfaction is a priority in the companies under review, a vast majority, 340(70.9%) of the respondents agreed in strong and mild terms. The remaining, 135(29.1%) of the respondents disagreed. The mean score value indicated (**x** = 3.99, std. dev. = 1.220). With a grand overall mean score value of 2.94, the findings suggest a fairly strong indication of positive dependency between ownership structure and customers' satisfaction in the companies under study.

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Table 4.11: Descriptive Analysis of the Responses on Sustainability Initiatives.

Sustainability Initiatives	SA	A	D	SD	Mean	Standard Deviation
1. The long term survival of the company is paramount.	233 (48.8%)	108 (22.6%)	20 (4.2%)	113 (23.7%)	2.97	1.221
2. Proactive strategies of dealing with emerging issues are important in the firm.	225 (47.2%)	116 (24.3%)	41 (8.6%)	92 (19.3%)	3.00	1.158
3. There are obligations on the part of the board to pursue policy actions that can challenge the future corporate success.	111 (23.3%)	230 (48.2%)	76 (15.9%)	57 (11.9%)	2.83	0.922
4. Seen as favoured choices of reliable options to achievements of corporate goals	90 (18.9%)	252 (52.8%)	118 (24.7%)	14 (2.9%)	2.88	0.738
5. Means of optimizing long term performance of the firm.	92 (19.3%)	250 (52.4%)	115 (14.1%)	17 (3.6%)	2.88	0.753
6. The functions of internal governance mechanism are made by the directors and management.	202 (42.3%)	139 (29.1%)	17 (3.6%)	116 (24.3%)	2.90	1.198
7. The quest for practical solution using innovative methods to achieve corporate success is often used by the firm.	192 (40.3%)	149 (31.2%)	28 (5.9%)	105 (22.0%)	2.90	1.159
8. They are board input for planning and strategic management in the firm.	220 (46.1%)	123 (25.8%)	93 (19.5%)	38 (8.0%)	3.11	0.986

Weighted Mean = 2.93

Key: SA = Strongly Agree, A = Agree, D = Disagree, SD = Strongly Disagree
Source: Field Survey 2025

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Data presented in the Table 4.11 indicate the sustainable initiatives introduced in the selected companies under study. According to the results, on the question whether long term survival of the companies is paramount, majority 342(71.8%) of the respondents agreed in both strong and mild terms. The remaining 133(28.2%) of the respondents disagreed. On the average, the finding showed a mean score value of (**x** = 2.97, std. dev. = 1.221). On whether proactive strategies of dealing with emerging issues are important, a vast majority 342(71.8%) of the respondents also agreed in both strong and mild terms. The rest, 133(28.2%) of the respondents disagreed. On the average, the mean score value (**x** = 3.0, std. dev. = 1.158). Furthermore, results in Table 4.13 showed that 23.51% of the respondents strongly agree that the companies pursue policy actions that can challenge the future corporate success, almost half, that is 228(48.3%) of the respondents agree. The remaining 133(28.2%) of the respondents disagreed in both strong and mild terms. The finding has a mean score value (**x** = 2.83, std. dev. = 0.922). On whether the companies have introduced favored choice of reliable option for the achievement of corporate goals, findings indicated, strongly agree 91(18.6%), agree; 251(53.2%), disagree; 118(25.0%), and strongly disagree 15(3.18%). On the average, the results also showed mean score value (**x** = 2.88, std. dev. = 0.738). On the question, whether the companies have means of optimizing long term performance, findings indicated that a vast majority 342(71,7%) agreed in both strong and mild terms, the rest 133(28.3%) of the respondents disagreed. On the average, further findings revealed mean score value of (**x** = 2.88, std. dev. = 0.753). Relatedly, when asked whether the companies have quest for practical solutions, using innovative methods to achieve corporate success, finding showed that majority, 194(40.5%) of the respondents strongly agree, 147(31.1%) agree, 29(6.1%) disagree and 105(22.3%) strongly disagree. Result further indicated on the average, mean score value of (**x** = 2.90, std. dev. =- 1.159). On the question, whether the

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board has input for planning and strategic management, a vast majority, almost three-quarters, 343(72%) of the respondents agreed in both strong and mild terms. The rest, just a little over one-quarter, that is (28%) of the respondents disagreed. Further result indicated on the average, mean score value of (**x** = 3.11, std. dev. = 0.986). Thus, with weighted grand mean of 2.93, it can be implied that the companies have functions of internal governance mechanism in terms of sustainability initiatives, made by the board of directors and management. In addition, the findings revealed that the selected companies under study have adopted sustainability initiatives which are good enough to influence the relationship between corporate governance and performance of the selected companies.

4.2.2 Test of Hypotheses

Five hypotheses were raised for this study. These were done to set indepth understanding of the variables and how they affect each other. All the hypotheses were presented in null form. Having obtained the series for each of the variables, each of the hypotheses were therefor tested.

4.2.2.1 Hypotheses One

Ho1: Board size does not have significant effect on return on equity in the selected personal care products manufacturing companies.

In order to test hypothesis one, the null hypotheses which states that board size does not have significant relationship on return on equity was subjected to statistical test using correlation analysis. The statistical test measured the strength and direction of the relationship between board size and return on equity. The correlation analysis results are presented in Table 4.12.

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Table 4.12 – Summary of Correlation Analysis for the Effect of Board Size on Return on Equity in the selected companies.

Correlations		Board size	Return on Equity
Board size	Pearson correlation	1	.890**
	Sig. (2-tailed)		.000
	N	471	467
Return on Equity	Pearson correlation		
	Sig. (2-tailed)	.000	
	N	471	467
	Mean	2.92	2.86

Correlation is significant at 0.01 level(2-tailed)

Source: Researchers' Field Survey Results, (2025).

The correlation analysis as shown in Table 4 reveals a positive relationship between board size and return on equity. The pearson coefficient is 0.890 indicates a moderate positive correlation between the two variables. Moreover, the significance value (p-value) is 0.000, which is less than 0.01 level of significance, meaning that the relationship between the two variables are statistically significant. This finding suggests that Board Size greatly affects return on equity in the selected companies in southwest Nigeria.

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4.2.2.2 Hypothesis Two

Ho2: Board Independence does not have significant effect on Profitability of Personal Care Products manufacturing companies.

Table 4.13 Summary of Correlation Analysis of Effect of Board Independence on Profitability of the selected Personal Care Products manufacturing companies.

Table 4.13

Correlations		Board Independence	Profitability
Board Independence	Pearson correlation	1	.952**
	Sig. (2-tailed)		.000
	N	469	
Profitability	Pearson correlation	.718	
	Sig. (2-tailed)	.000	
	N	471	467
	Mean	2.71	2.88

Correlation is significant at 0.01 level (2-tailed)

Source: Researchers' Field Survey Results, (2025).

In order to test hypothesis two, the null hypotheses which states that board independence does not have significant relationship on profitability was subjected to statistical test using correlation analysis. The statistical test measured the strength and direction of the relationship between board independence and profitablity. The correlation analysis results are presented in Table 4.13.

The correlation analysis as shown in Table 4.13 reveals a positive relationship between board independence and profitability. The pearson coefficient is 0.952 indicates a moderate positive correlation between the two variables. Moreover, the significance

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value (p-value) is 0.000, which is less than 0.01 level of significance, meaning that the relationship between the two variables are statistically significant. This finding suggests that Board Independence greatly affects Profitability in the selected companies in southwest Nigeria.

4.2.2.3 Hypotheses Three.

Ho3: Leadership Duality does not have significant effect on the return on assets of Personal Care Products manufacturing firms

The hypotheses posited was subjected to Pearson Correlation Analysis. The result for the finding is presented in table 4.14

Table 4.14

Correlations		**Leadership Duality**	**Return on Assets**
Leadership Duality	Pearson correlation	1	.810**
	Sig. (2-tailed)		.000
	N	465	465
Return on Assets	Pearson correlation	.918	.1
	Sig. (2-tailed)	.000	
	N	471	471
	Mean	2.75	2.89

Correlation is significant at 0.01 level (2-tailed)

Source: Researchers' Field Survey Results, (2025).

Thus, the relationship between leadership duality and return on assets was positive and statistically significant (r = 0.810, p= 000<0.05). As a result of the positive statistically determinate result, the null hypotheses was rejected. The alternate hypotheses was

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affirmed that, there was a positive correlational relationship between leadership duality and return on assets in the selected manufacturing companies.

4.2.2.4 Hypotheses Four

Ho4: Ownership Structure does not have significant effect on Customer Satisfaction of Personal Care Products manufacturing firms

The hypotheses posited was subjected to Pearson Correlation Analysis. The result for the finding is presented in table 4.15

Table 4.15

Correlations		Ownership Structure	Customer Satisfation
Ownership Structure	Pearson correlation	1	.767**
	Sig. (2-tailed)		.000
	N	465	465
Customer Satisfaction	Pearson correlation	.959	.1
	Sig. (2-tailed)	.000	
	N	471	471
	Mean	2.79	2.94

Correlation is significant at 0.01 level (2-tailed)

Source: Researchers' Field Survey Results, (2025).

Thus, the relationship between ownership structure and customer satisfaction was positive and statistically significant (r = 0.767, p= 000<0.05). As a result of the positive statistically determinate result, the null hypotheses was rejected. The alternate hypotheses was affirmed that, there was a positive correlational relationship between ownership structure and customer satisfaction in the selected manufacturing companies.

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4.2.2.5 Hypothesis Five

Ho5: Sustainability initiatives does not moderate the interaction between corporate governance and the performance of personal care products manufacturing firms in Southwest, Nigeria.

The results from Table 4.16 showed that the adjusted $R^2 = 0.967$ which signifies 96.7% of the total contribution of the independent variables (corporate governance and sustainable initiatives) to the dependent measure – firm performance is very significant. The remaining 3.3% which represents other factors not considered in this study cannot be accounted for and are not due to chance as the model is very significant.

Table 4.16

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984[a]	.967	.967	4.315

a. Predictors: (Constant), CORPORATE.GOVERNANCE, SUSTANINABILITY.INITIATIVES

As indicated on Table 4.16 ANOVA table showed that the F- value of 6707.833 is statistically significant as it is less than 0.05 significant level.

Table 4.17

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	249798.384	2	124899.192	6707.833	.000[b]
	Residual	8416.196	452	18.620		
	Total	258214.580	454			

a. Dependent Variable: FIRM.PERFORMANCE

b. Predictors: (Constant), CORPORATE.GOVERNANCE, SUSTANINABILITY INITIATIVES

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Table 4.18

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.408	1.309		.312	.755
	SUSTANINABILITY.INITIATIVES	2.261	.064	.693	35.145	.000
	CORPORATE.GOVERNANCE	.587	.037	.311	15.776	.000

a. Dependent Variable: FIRM.PERFORMANCE

Tables 4.16,4.17 & 4.18 above show the relationship of sustainability initiatives on the relationship between corporate governance and firm performance was found to be highly significant. The adjusted R^2 value of 0.967 indicates that 96.7% of the variance in firm performance can be explained by corporate governance and sustainability initiatives. The ANOVA result ($F = 6707.833$, $p < 0.05$) confirms the statistical significance of the model.

Moreover, sustainability initiatives had a stronger impact on firm performance ($\beta = 0.693$, $t = 35.145$, $p < 0.05$) compared to corporate governance ($\beta = 0.311$, $t = 15.776$, $p < 0.05$).

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4.3 Discussion of Findings

This section presents the discussion of major findings, including the test of hypotheses. The discussion has been done by comparing the degree of conformity or otherwise of the study findings with the available literature. This study examined Corporate Governance, and its influence on Performance of Personal Care Products Manufacturing Companies in South-West Nigeria as well as the moderating relationship of the Sustainability Initiatives on both Corporate Governance and Firm Performance. Corporate Governance

was measured using board size, board independence, leadership duality, and ownership structure; while firm performance was measured by return on equity, profitability, return on investment, and customers satisfaction. Sustainable initiative was also examined. In order to use the responses of the participants as data to achieve the stated objectives, the responses had to be subjected to statistical tests. Findings of the results provided some insights into the activities of the Personal Care Products Manufacturing Companies in South-West Nigeria.

The first objective was to determine the relationship of board size on the return on equity (ROE) of Personal Care Products Manufacturing Companies in South-West Nigeria. The board is an essential element of any corporate governance practices and deals with its mechanism of supervising the organization. The board of director plays a significant part in protecting a firm from failure[93]. The board size refers to the total number of members serving on a firm's board. The findings of this study revealed that a strong positive correlation ($r = 0.890$) between board size and return on equity. This suggests that firms with larger boards tend to achieve higher ROE. The above findings align with the resource dependency theory, which argues that a larger board may provide broader expertise, better decision-making, and enhanced access to external resources. In the context of the studied firms, the presence of more directors possibly improves strategic oversight and accountability, thereby driving financial performance. However, it is important to note that while a large board may be beneficial, excessively large boards could also lead to coordination problems and inefficiencies.

These findings to a very large extent align with previous research that has emphasized the importance of board size in improving return on equity. The literature suggests that an interactive board enhances the performance, return on equity of a firm. Several studies, most of which have been carried out in developed and developing countries on

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the relationship of board size on return on equity with diverse findings. Some of the studies concluded that board size has a positive significant relationship on return on equity (R0E). Another study which makes impact to the corporate world and corporate performance was carried out in Nigeria[1]. The study investigated the impact of board size on return on equity using correlation and regression models with data accessed from Nigerian stock exchange. The results revealed that board size had significant impact on return on equity. The research was perhaps first of its kind in a developing economy like Nigeria and with unique result. Relatedly, similar study examined the relationship between board size and financial performance of 35 non-financial firms listed on Nigerian stock exchange between 2003 and 2014. Using panel data regression analysis, results indicated a positive and significant relationship between board size and two financial proxies (Return on equity and return on assets. This result is in concurrence with the earlier study and reinforced the idea that large board size may give divergent view. In this connection an average board size of not less than nine (9) is recommended for corporate companies for optimum result on return on equity. An optimum board size should include both the executive and non-executive directors, while the optimal size is determined by the company's individual needs[2].

The second objective examined the relationship of board independence on profitability Personal Care Products Manufacturing Companies in South-West Nigeria. The study showed a very strong positive relationship between board independence and profitability ($r = 0.711$). This indicates that increased independence of board members correlates with higher profitability. This finding supports the agency theory which posits that independent directors serve as effective monitors of management, reducing agency costs and improving firm performance. For personal care product firms in Southwest Nigeria, independent boards are likely to enhance the objectivity and effectiveness of governance

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processes, resulting in better profitability outcomes. The board of directors is a collective body that should act in the best interest of shareholders. The board requires the combination of executive and non-executive directors to pursue the shareholders' interest. The non-executive directors on the board will not be able to exercise their duties effectively, unless there is independence between them and management and ensure they provide unbiased business judgment. Independent directors are the person entrusted by shareholders to represent them and will help to reduce agency problems. The existence of independent directors on board should be monitored in order to bring positive shareholder values. Having independent directors to serve on the board of directors has been widely considered as best practice. This position has been buttressed by the results of earlier studies conducted across industries.

Various empirical studies have been carried out by scholars to determine the relationship between board independence and profitability in corporate organization. Empirically in a study conducted in India pharmaceutical industry, which aimed to assess the effect of board independence on the profitability of the company, result indicated that board independence positively impacted on profitability[3]. The study provided an understanding that the more the independence of the board, the higher the profitability of the company.

In another study conducted in the manufacturing companies between 2015-2017, with information got on-line on the financial performance of the company, result revealed that board independence and profitability had significant relationship[4]. This study used a purposive sampling technique. Another study carried out in India, which investigated the association between board independence and firm profitability found that board independence significantly associated with firm profitability[5]. The finding is very important to management in analyzing board effectiveness and improving the policy-making impact for corporate governance. Related study conducted in Bangladesh

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pharmaceutical and chemical industry; the study indicated a positive relationship with the measure of profitability. Board independence has a statistically positive relationship with profitability[5]. Similar study carried out in listed non-financial enterprises on the dynamic association between Board independence and profitability for a period of five (5) years (2015-2019), however shared a contrast result. Findings indicated that board independence has a negative and significant relationship on profitability[5]. This empirical study provided insight with the adverse relationship of board independence on profitability that certain governance component may behave differently depending on the power of ownership concentration in such organization. Also, a study conducted in Bangladesh, which investigated the influence of Board independence on firm economic performance using proxy of profitability found that board independence and firm profitability does not positively influence each other[6]. The study used data collected from 135 listed firms or Dhaka stock exchange and also market performance measure. The study used simultaneous equation approach to control the potential endogeneity issues. In summary, the totality of the findings could be stated that mixed results are in existence between the association of board independence and profitability in corporate organizations. The results in this study are consistent with findings in the literature and the present study has suggested that board independence and profitablity are significant correlated in the manufacturing industry.

The third objective examined the relationship of dual leadership on the return on assets of selected Personal Care Product Manufacturing Firms' in South-West Nigeria. Leadership duality also demonstrated a significant positive relationship on return on assets (r = 0.810). This implies that when the roles of CEO and board chair are combined (duality), firm assets are utilized more efficiently. This finding may contrast with traditional corporate governance recommendations which advocate for role separation to

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enhance checks and balances. In the studied context, however, leadership duality might offer streamlined decision-making and unified leadership, thus leading to improved asset utilization. It may reflect contextual factors where strong, centralized leadership is effective in driving operational efficiency. Besides, the general managerial argument is for the optimum performance , the chief executive position must be separated from the board.

The findings of this study are consistent with previous researches on the relationship between leadership duality and return on assets. In the extant literature, the empirical study investigated the relationship of leadership duality on the calculation of return on Assets in listed manufacturing companies in Indonesia[7]. Quantitative approach was employed using secondary data between 2018-2020 and the companies were selected through purposive sampling techniques. Results indicated that the leadership duality has positive relationship on firm performance using the proxy of return on assets. Related study conducted in Nigeria, using leadership duality, return on Assets and return on equity as performance measurement found a statistically significant relationship between leadership duality and return on Assets[8]. The study adopted a balanced panel data for 6 years from 2011-2016 to run the ordinary least square regression. Sample of firms were accessed from the Nigerian stock exchange. The finding of the result provided illumination on the selection of right leadership to manage organization.

In another study, using a sample of 1500 firms with leadership duality, finding indicated that firms with leadership duality experience a smaller decrease in return on assets when information costs are high[9]. Additional results indicated that leadership duality offered cumulative returns significantly higher than those of other firms without leadership duality. These results are in line within the stewardship theory that the power concentration from leadership duality is very beneficial to corporate organizations.

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The fourth objective investigated the relationship of ownership structure on customer satisfaction. Ownership structure was found to significantly affect customer satisfaction, with a correlation coefficient of 0.767. This implies that firms with concentrated or well-defined ownership structures are more likely to prioritize customer satisfaction. This could be due to owners having a vested interest in sustaining long-term performance and reputation. In such firms, strategic emphasis may be placed on quality products and services to retain and attract customers, which ultimately improves satisfaction levels.

The empirical study investigated the relationship of leadership duality on the calculation of return on Assets in listed manufacturing companies in Indonesia[10]. Quantitative approach was employed using secondary data between 2018-2020 and the companies were selected through purposive sampling techniques. Results indicated that the leadership duality has positive relationship on firm performance using the proxy of return on assets Related study conducted in Nigeria, using leadership duality, return on Assets and return on equity as performance measurement found a statistically significant relationship between leadership duality and return on Assets[11]. The study adopted a balanced panel data for 6 years from 2011-2016 to run the ordinary least square regression. Sample of firms were accessed from the Nigerian stock exchange. The finding of the result provided illumination on the selection of right leadership to manage organization.

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The fifth objective explored the moderating relationship of sustainability initiatives on the relationship between corporate governance and firm performance was found to be highly significant. The adjusted R^2 value of 0.967 indicates that 96.7% of the variance in firm performance can be explained by corporate governance and sustainability initiatives. The ANOVA result ($F = 6707.833$, $p < 0.05$) confirms the statistical significance of the model.

Moreover, sustainability initiatives had a stronger impact on firm performance ($\beta = 0.693$, $t = 35.145$, $p < 0.05$) compared to corporate governance ($\beta = 0.311$, $t = 15.776$, $p < 0.05$). This highlights the growing importance of integrating environmental, social, and governance (ESG) practices in business strategy. For the firms studied, embracing sustainability not only enhances corporate image but also contributes significantly to overall performance metrics. It demonstrates that sustainability is not merely a compliance requirement but a strategic driver of competitive advantage in business organization, irrespective of sector in any nation's economy.

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Chapter Five

Conclusion

This chapter presents a summary of findings, conclusion and recommendations based on the result of the analysis carried out. It also discusses the contribution to knowledge and suggested areas for further study.

The study was focused on how to address the gap in existing literature by exploring the nexus between corporate governance (independent variable) and firm performance (dependent variable), and the moderating relationship of sustainable initiatives on the independent and dependent variables, in the context of selected personal care product manufacturing companies in south-west Nigeria. The study measured corporate governance by board size, board independence, leadership duality, and ownership structure. Firm performance was also measured by return on equity, profitability, return on asset, and shareholders' satisfaction as indicators. The study explored the relationship of board size on the return on equity (ROE). It also examined the relationship of board independence on profitability; and investigated the relationship of dual leadership on the return on assets. In the same vein, the study examined the relationship of ownership structure on customer satisfaction. Furthermore, it also investigated the moderating relationship of sustainability initiatives on the relationship between corporate governance and firm performance.

In order to achieve the study objectives, data were collected with the aid of questionnaire, a total number of 475 questionnaire were administered to full time staff of personal care product manufacturing companies in south-west Nigeria. From the total questionnaire administered, the response rate was 100%. 475 questionnaire were returned and found useful for the analysis. Based on the demographic presentation of the respondents, the study was dominated by female respondents 306 (64.42%), and majority of the

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respondents were between the ages of 41-50 years. Most of the respondents were Masters' degree holders, and were either top management staff, senior managers and managers. The data generated from the respondents were subjected to statistical tests. The study employed Pearson product moment correlation statistics and multiple regression analysis for the test of hypotheses.

The first objective of the study was to determine the relationship of board size on the return on equity (ROE) of Personal Care Products Manufacturing Companies in South-West Nigeria. The findings of this study revealed that a strong positive correlation (r = 0.890) between board size and return on equity. This suggests that firms with larger boards tend to achieve higher ROE. The above findings align with the resource dependency theory, which argues that a larger board may provide broader expertise, better decision-making, and enhanced access to external resources. In the context of the studied firms, the presence of more directors possibly improves strategic oversight and accountability, thereby driving financial performance. However, it is important to note that while a large board may be beneficial, excessively large boards could also lead to coordination problems and inefficiencies.

The second objective examined the relationship of board independence on profitability in the Personal Care Products Manufacturing Companies in South-West Nigeria. The study showed a very strong positive relationship between board independence and profitability (r = 0.711). This indicates that increased independence of board members correlates with higher profitability. This finding supports the agency theory which posits that independent directors serve as effective monitors of management, reducing agency costs and improving firm performance.

The third objective examined the relationship of dual leadership on the return on assets of selected Personal Care Product Manufacturing Firms' in the South-West Nigeria.

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Leadership duality also demonstrated a significant positive relationship on return on assets ($r = 0.810$). This implies that when the roles of CEO and board chair are combined (duality), firm assets are utilized more efficiently. This finding may contrast with traditional corporate governance recommendations which advocate for role separation to enhance checks and balances.

The fourth objective investigated the relationship of ownership structure on customer satisfaction. Ownership structure was found to significantly affect customer satisfaction, with a correlation coefficient of 0.767. This implies that firms with concentrated or well-defined ownership structures are more likely to prioritize customer satisfaction.

The fifth objective explored the moderating relationship of sustainability initiatives on the relationship between corporate governance and firm performance was found to be highly significant. The adjusted R^2 value of 0.967 indicates that 96.7% of the variance in firm performance can be explained by corporate governance and sustainability initiatives. The ANOVA result ($F = 6707.833$, $p < 0.05$) confirms the statistical significance of the model.

Moreover, sustainability initiatives had a stronger impact on firm performance ($\beta = 0.693$, $t = 35.145$, $p < 0.05$) compared to corporate governance ($\beta = 0.311$, $t = 15.776$, $p < 0.05$). This highlights the growing importance of integrating environmental, social, and governance (ESG) practices in business strategy. For the firms studied, embracing sustainability not only enhances corporate image but also contributes significantly to overall performance metrics. It demonstrates that sustainability is not merely a compliance requirement but a strategic driver of competitive advantage.

5.2 Conclusion

This study examined the interplay between corporate governance mechanisms, sustainability initiatives, and the performance of personal care products manufacturing

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firms in Southwest Nigeria. The findings demonstrate that corporate governance dimensions such as board size, board independence, leadership duality, and ownership structure significantly influence various aspects of firm performance including return on equity, profitability, return on assets, and customer satisfaction.

The results particularly highlight that board size and independence are critical in driving financial returns and operational effectiveness. Leadership duality was found to be beneficial in the studied context, suggesting that unified leadership could enhance decision-making and resource utilization. Moreover, ownership structure appeared vital for promoting customer-oriented strategies, emphasizing the role of ownership clarity in delivering quality and satisfaction. Most importantly, sustainability initiatives were shown to play a powerful moderating role in the relationship between corporate governance and firm performance. With a remarkable adjusted R^2 of 0.967, the data suggest that sustainable business practices amplify the positive effects of governance structures on overall firm success. This supports the notion that environmental and social considerations, when integrated into governance, are not only ethical imperatives but also strategic assets for long-term performance and competitive advantage.

5.3 Recommendations

Based on the findings of this study, the following recommendations were made:

1. Firms should consider increasing board size with a focus on diversity in expertise, gender, and professional background to enrich decision-making processes and enhance strategic oversight.
2. In order to improve profitability, companies must ensure that independent directors are well-represented and empowered on their boards. Policies should be put in place to minimize management interference in board functions.

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3. Although leadership duality showed positive effects, firms should evaluate their internal and external environment to determine the appropriateness of combining the CEO and Board Chair roles. Leadership Separation is acknowledge in corporate governance in order to enhance checks and balances and improve performance in organizations.
4. Firms should maintain a transparent and well-defined ownership structure, which encourages long-term planning, enhances accountability, and aligns management decisions with customer satisfaction objectives.
5. Given the strong moderating effect of sustainability practices, firms are advised to embed sustainability into their core strategies. This includes investing in environmental efficiency, ethical supply chains, and community engagement. Also, regulators and industry bodies should develop policies that promote corporate governance best practices and sustainability reporting standards, especially tailored for manufacturing sectors in developing economies like Nigeria. However, a holistic integration of sound corporate governance and sustainability is essential for achieving superior firm performance and long-term value creation in the personal care manufacturing sector.

5.4 Contribution to Knowledge

This study contributes to the growing body of literature on corporate governance, firm performance and sustainability by focusing on the under-researched sector of personal care products manufacturing companies in Southwest Nigeria. The key contributions to knowledge, conceptually, theoretically and methodologically are as follow:

1. Based on the conceptual review, this study offers an immense contribution to knowledge. It provides a comprehensive exploration of corporate governance with the personal care products industry offering insights into how board size,

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board independence, leadership duality and ownership structure are operationalized in this specific context. In addition, the study delves into the pivotal role of sustainability initiatives illuminating as a moderating effect on the relationship between corporate governance and firm performance.

2. The study provides empirical evidence on how corporate governance mechanisms influence firm performance within the unique socioeconomic context of Southwest Nigeria, thereby enriching region-specific literature. By establishing statistically significant relationship between corporate governance and firm performance, the research furnishes industry practitioners with actionable insight. The empirical foundation grounded in the specific realities of southwestern Nigeria manufacturing industry equips stakeholders with practical knowledge to address industry specific challenges and leverages opportunities for growth and development in the Nigerian manufacturing sector.
3. This study offers a comprehensive framework that integrates both corporate governance and sustainability initiatives, demonstrating their joint and individual effects on various performance metrics including financial returns like profitability and customer satisfaction.
4. The research validates the positive moderating role of sustainability initiatives on the relationship between governance structures and firm performance. This insight deepens understanding of how environmental and social strategies enhance corporate governance outcomes.
5. Theoretical contribution are paramount in this study, as they extend the applicability of established theories to the unique context of personal care products manufacturing firms. By applying Agency Theory and Stakeholder Theory, the research demonstrate performance in understanding the nuanced

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related between corporate governance and firm performance. By focusing on the personal care sector, the study provides nuanced insights that are particularly useful for manufacturing firms in consumer-driven industries where customer satisfaction and brand reputation are critical.

6. The findings have practical implications for corporate policy, governance reforms, and sustainability adoption, especially for stakeholders aiming to improve accountability, transparency, and operational efficiency in the manufacturing sector.

5.5 Suggested Areas for Further Research

While this study has provided valuable insights, several areas remain open for further investigation. Future research could conduct comparative analyses between different regions in Nigeria or between Nigeria and other developing economies to identify contextual similarities and differences in governance outcomes. Moreover, a longitudinal study could provide a deeper understanding of how corporate governance and sustainability practices impact firm performance over time, revealing causality rather than just correlation. Further studies could incorporate non-financial performance indicators such as employee satisfaction, innovation capability, or environmental impact to gain a holistic view of firm success. Similarly, in-depth qualitative research, including interviews with board members, managers, and stakeholders, could uncover nuanced governance challenges and best practices not captured through quantitative methods. However, future investigations could explore how digital transformation and technological innovation intersect with corporate governance and sustainability practices in enhancing firm performance. Considering recent global disruptions, future research could focus on how governance structures and sustainability priorities have evolved in response to post-COVID realities and economic uncertainties.

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Appendix i

Demographic Characteristics of Respondents.

Variables	Categories	Frequency	Percentage (%)
Gender	Female	306	64.42%
	Male	169	35.58%
Age	(31-40) years	125	26.37%
	(41-50) years	270	56.84%
	(51-60) years	63	13.29%
	(61 & above) years	13	2.74%
	Less than 30yrs	4	0.84%
Marital Status	Divorced	41	8.65%
	Married	317	66.88%
	Separated	83	17.51%
	Single	34	6.96%
Educational Qualification	BSc/HND	236	49.68%
	MA	182	38.39%
	MSc	36	7.59%
	Others	1	0.21%
	PhD	20	4.22%
Length of Service			
	5-9 years	240	50.5%
	10-14	160	33.7%
	15-19	50	10.5%
	20 and above	25	5.3%
Status/Rank	Junior	224	47.1%
	Supervisor	130	27.4%
	Manager	75	15.8%
	Senior manager	36	7.6%
	Top management	10	2.1%
Location	Lagos state	262	55.16%
	Ogun state	100	21.10%
	Oyo state	113	23.84%
	Total No. of Respondents	**475**	**100.00%**

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Appendix ii

Output of Analysis

BOARD SIZE

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
BSQ1	226(47.4%)	116(24.3%)	10(2.1%)	123(25.8%)	2.95	1.238
BSQ2	210(44.0%)	139(29.1%)	18(3.8%)	108(22.6%)	2.94	1.179
BSQ3	153(32.1%)	208(43.6%)	100(21.0%)	11(2.3%)	3.07	0.791
BSQ4	81(17.0%)	216(45.3%)	167(35.0%)	11(2.3%)	2.77	0.751
BSQ5	91(19.1%)	250(52.4%)	114(23.9%	20(4.2%)	2.87	0.764
BSQ6	117(24.5%)	222(46.5%)	106(22.2%)	29(6.1%)	2.90	0.841

Weighted Mean = 2.92

LEADERSHIP DUALITY

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
LDQ1	58(12.2%)	282(59.1%)	117(24.5%)	15(3.1%)	2.83	0.801
LDQ2	29(6.1%)	207(43.4%)	228(47.8%)	9(1.9%)	2.54	0.6640
LDQ3	68(14.3%)	147(30.8%)	245(51.4%)	13(2.7%)	2.57	0.767
LDQ4	59(12.4%)	190(39.8%)	207(43.4%)	17(3.6%)	2.62	0.748
LDQ5	148(31.0%)	166(34.8%)	50(10.5%)	109(22.9%)	2.75	1.131

Weighted Mean = 2.66

BOARD INDEPENDENCE

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
BINQ1	69(14.5%)	268(56.2%)	129(27.0%)	8(1.7%)	2.84	0.679
BINQ2	44(9.2%)	280(58.7%)	145(30.4%)	5(1.0%)	2.77	0.622
BINQ3	41(8.6%)	148(31.0%)	275(57.7%)	10(2.1%)	2.46	0.682
BINQ4	21(4.4%)	173(36.3%)	269(56.4%)	10(2.1%)	2.43	0.614
BINQ5	103(21.6%)	231(48.4%)	132(27.7%)	8(1.7%)	2.91	0.745
BINQ6	82(17.2%)	254(53.2%)	89(18.7%)	47(9.9%)	2.79	0.846
BINQ7	85(17.8%)	253(53.0%)	90(18.9%)	44(9.2%)	2.80	0.840

Weighted Mean = 2.71

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OWNERSHIP STRUCTURE

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
OSQ1	28(5.9%)	301(663.1%)	137(28.7%)	5(1.0%)	2.75	0.57774
OSQ2	58(12.2%)	249(52.2%)	153(32.1%)	11(2.3%)	2.75	0.693
OSQ3	111(23.3%)	213(44.7%)	136(28.5%)	10(2.1%)	2.90	0.776
OSQ4	60(12.6%)	275(57.7%)	123(25.8%)	14(2.9%)	2.81	0.686
OSQ5	76(15.9%)	263(55.1%)	121(25.4%)	13(2.7%)	2.85	0.711
OSQ6	83(17.4%)	169(35.4%)	203(42,.6%)	17(3.6%)	2.67	0.803

Weighted Mean = 2.79

RETURN ON EQUITY

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
ROEQ1	64(13.4%)	180(37.7%)	200(41.9%)	28(5.9%)	2.59	0.795
ROEQ2	72(15.1%)	265(55.6%)	93(19.5%)	42(8.8%)	2.78	0.811
ROEQ3	164(34.4%)	177(37.1%)	98(20.5%)	33(6.9%)	3.00	0.915
ROEQ4	54(11.3%)	287(60.2%)	122(25.6%)	12(2.5%)	2.81	0.660
ROEQ5	57(11.9%)	284(59.5%)	125(26.2%)	8(1.7%)	2.82	0.649
ROEQ6	92(19.3%)	355(74.4%)	14(2.9%)	13(2.7%)	3.15	0.1.04
ROEQ7	73(15.3%)	335(70.2%)	56(11.77%)	11(2.3%)	2.99	0.604
ROEQ8	95(19.6%)	173(36.3%)	191(40.0%)	16(3.4%)	2.73	0.816

Weighted Mean = 2.86

PROFITABILITY

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
PRQ1	215(45.1%)	126(26.4%)	11(2.3%)	121(25.4%)	2.92	1.224
PRQ2	145(30.4%)	194(40.7%)	117(24.5%)	19(4.0%)	2.98	0.844
PRQ3	80(166.8%)	251(52.6%)	131(2.5%)	13(2.7%)	2.84	0.7277
PRQ4	77(16.1%)	249(52.2%)	137(28.7%)	12(2.5%)	2.82	0.722
PRQ5	164(34.4%)	173(36.3%)	115(24.1%)	23(4.8%)	3.01	0.885
PRQ6	105(22.0%)	237(49.7%)	103(21.6%)	30(6.3%)	2.88	0.823
PRQ7	142(29.8%)	199(41.7%)	39(8.2%)	95(19.9%)	2.82	1.072
PRQ8	143(30.0%)	198(41.5%)	31(6.5%)	103(21.6%)	2.80	1.094

Weighted Mean = 2.88

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RETURN ON INVESTMENT

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
ROIQ1	57(11.9%)	282(59.1%)	121(25.4%)	15(3.1%)	2.80	0.680
ROIQ2	114(23.9%)	226(4.4%)	117(24.5%)	17(3.6%)	3.01	2.002
ROIQ3	145(30.4%)	197(41.3%)	16(3.4%)	117(24.5%)	2.78	1.131
ROIQ4	102(21.4%)	241(50.5%)	102(21.4%)	30(6.3%)	2.87	0.817
ROIQ5	91(19.1%)	252(52.8%)	109(22.9%)	23(4.8%)	2.87	0.773
ROIQ6	98(20.5%)	244(51.2%)	107(22.4%)	26(5.5%)	2.87	0.797
ROIQ7	186(39.0%)	157(32.9%)	102(21.4%)	30(6.3%)	3.05	0.926
ROIQ8	171(35.8%)	171(35.8%)	26(5.5%)	107(22.4%)	2.85	1.139

Weighted Mean = 2.89

CUSTOMERS SATISFACTION

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
CSQ1	134(28.1%)	208(43.6%)	113(23.7%)	19(4.0%)	2.96	0.826
CSQ2	141(29.6%)	201(42.1%)	108(22.6%)	25(5.2%)	2.96	0.857
CSQ3	185(38.8%)	157(32.9%)	106(22.2%)	26(5.5%)	3.06	0.912
CSQ4	166(34.8%)	175(36.7%)	101(21.2%)	32(6.7%)	3.00	0.914
CSQ5	158(33.1%)	183(38.4%)	31(6.5%)	102(21.4%)	2.84	1.112
CSQ6	157(32.9%)	184(38.6%)	39(8.2%)	95(19.9%)	2.85	1.092
CSQ7	168(35.2%)	174(36.5%)	19(4.0%)	114(23.9%)	2.83	1.153
CSQ8	240(50.3%)	102(21.4%)	22(4.6%)	111(23.3%)	2.99	1.220

Weighted Mean = 2.94

SUSTAINABILITY INITIATIVES

Items	Strongly Agree	Agree	Disagree	Strongly Disagree	Mean	Standard Deviation
SIQ1	233(48.8%)	108(22.6%)	20(4.2%)	113(23.7%)	2.97	1.221
SIQ2	225(47.2%)	116(24.3%)	41(8.6%)	92(19.3%)	3.00	1.158
SIQ3	111(23.3%)	230(48.2%)	76(15.9%)	57(11.9%)	2.83	0.922
SIQ4	90(18.9%)	252(52.8%)	118(24.7%)	14(2.9%)	2.88	0.738
SIQ5	92(19.3%)	250(52.4%)	115(14.1%)	17(3.6%)	2.88	0.753
SIQ6	202(42.3%)	139(29.1%)	17(3.6%)	116(24.3%)	2.90	1.198
SIQ7	192(40.3%)	149(31.2%)	28(5.9%)	105(22.0%)	2.90	1.159
SIQ8	220(46.1%)	123(25.8%)	93(19.5%)	38(8.0%)	3.11	0.986

Weighted Mean = 2.93

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Appendix iii

Table of correlation

		BOARD SIZE	LEADERSHIP DUALITY	BOARD INDEPENDENCE	OWNERSHIP STRUCTURE
BOARD.SIZE	Pearson Correlation	1	.848**	.718**	
	Sig. (2-tailed)		.000	.000	
	N	471	469	467	
LEADERSHIP DUALITY	Pearson Correlation	.848**	1	.718**	
	Sig. (2-tailed)	.000		.000	
	N	469	473	469	
BOARD INDEPENDENCE	Pearson Correlation	.718**	.718**	1	
	Sig. (2-tailed)	.000	.000		
	N	467	469	471	
OWNERSHIP STRUCTURE	Pearson Correlation	.760**	.741**	.846**	
	Sig. (2-tailed)	.000	.000	.000	
	N	464	466	467	
RETURN ON EQUITY	Pearson Correlation	.890**	.812**	.812**	
	Sig. (2-tailed)	.000	.000	.000	
	N	467	469	469	
PROFITABILITY	Pearson Correlation	.952**	.810**	.711**	
	Sig. (2-tailed)	.000	.000	.000	
	N	469	471	469	
RETURN ON INVESTMENT	Pearson Correlation	.918**	.810**	.735**	
	Sig. (2-tailed)	.000	.000	.000	
	N	471	473	471	
SHAREHOLDERS SATISFACTION	Pearson Correlation	.959**	.796**	.707**	
	Sig. (2-tailed)	.000	.000	.000	
	N	469	471	469	
SUSTANINABILITY INITIATIVES	Pearson Correlation	.963**	.796**	.695**	
	Sig. (2-tailed)	.000	.000	.000	
	N	469	471	469	

Appendix iv

Reliability Statistics

Cronbach's Alpha	N of Items
.985	69

Table 5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.984[a]	.967	.967	4.315

a. Predictors: (Constant), CORPORATE.GOVERNANCE, SUSTANINABILITY.INITIATIVES

Table 6

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	249798.384	2	124899.192	6707.833	.000[b]
	Residual	8416.196	452	18.620		
	Total	258214.580	454			

a. Dependent Variable: FIRM.PERFORMANCE

b. Predictors: (Constant), CORPORATE.GOVERNANCE, SUSTANINABILITY.INITIATIVES

Table 7

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.408	1.309		.312	.755
	SUSTANINABILITY.INITIATIVES	2.261	.064	.693	35.145	.000
	CORPORATE.GOVERNANCE	.587	.037	.311	15.776	.000

a. Dependent Variable: FIRM.PERFORMANCE

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Appendix v

Questionnaire

Corporate Governance, Sustainability Initiatives and Performance of Personal Care Products Manufacturing Companies in South -West Nigeria.

Dear Respondents,

I am a postgraduate student of Lead City University, Ibadan, Oyo State carrying out research on the above topic. The study is purely an academic exercise, and your assistance is needed in the completion of the research work by filling the questionnaire. All information given will be treated with utmost confidence. Kindly return the questionnaire at your earliest convenient time.

Please answer the following questions by ticking the one you consider most appropriate among the alternatives.

Thank you for your time and cooperation.

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Section A: Demographic Attributes

Instruction: Please answer the statement below by ticking (√) the option which best describes your agreement.

1. **Gender:** Male ( ) Female( )
2. **Age:** less than 30yrs ( ), 31-40 ( ), 41-50 ( ), 51-60 ( ), 61 & above ( )
3. **Marital Status:** Single ( ) Married ( ) Separated ( ) Divorced ( )
4. **Educational Qualification:** Please tick the highest of all:
   First School Leaving Certificate **( ),** SSCE ( ), OND/NCE ( ), B.SC/HND ( ), MBA ( ), MA ( ), MSC ( ), PhD ( )
   Others ……
5. **Status Rank:** Junior ( ), Supervisor ( ), Manager ( ), Senior Manager ( ), Top Management ( )
6. **Location:** Lagos State ( ), Ogun state ( ), Oyo State ( )

Section B

Kindly indicate your response to the following items by making a tick (√) as appropriate:

4 = Strongly Agree, 3 = Agree, 2 = Disagree and 1 = Strongly Disagree.

S/N	BOARD SIZE	SA (4)	A (3)	D (2)	SD (1)
i.	Board size of the firm allows for diverse perspectives on effective interaction.				
ii.	Board size is imbued with a mix of expertise.				
iii.	The firm has a balanced board size.				
iv.	The board size influences positively the board functioning of corporate practices.				
v.	The board size provides a sufficient number of committee that facilitates strategic decision making.				
vi.	Board size concise does not distort the company's operating performance.				

S/N	LEADERSHIP DUALITY	SA (4)	A (3)	D (2)	SD (1)
i.	Leadership duality provides quicker setting of the company's strategic aims on diverse range of investment.				
ii.	Leadership duality ensures proper principled activities like direction, executive action and accountability.				
iii.	Leadership duality allows to put into effect the supervision of the management of business and reporting the shareholders on their stewards.				
iv.	Leadership duality is a regime of better accountability and cost effectiveness.				
v.	Leadership duality helps to prevent corporate failures.				

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S/N	BOARD INDEPENDENCE	SA (4)	A (3)	D (2)	SD (1)
i.	The board has a high independence.				
ii.	The independence of the board enhances transparency.				
iii.	Independence of the board fosters trust.				
iv.	The board independence fosters good plight and to get accurate information on time.				
v.	The independence of the board serves as panacea to the limitation of the shareholders.				
vi.	Board independence ensures arbitrary role of settlement between management and employees.				
vii.	Broad independence permits monitoring and over sighting of management performance.				

S/N	OWNERSHIP STRUCTURE	SA (4)	A (3)	D (2)	SD (1)
i.	Ownership structure is a strategic mechanism to foster accountability.				
ii.	It provides protection against unnecessary risks.				
iii.	It gives better control over corporate assets placed in the hand of the leader.				
vi.	It puts in place the larger term interest of the firm.				
v.	It puts effective check on the tendency of the managerial class to put their own interest first.				
vi.	It facilitates the desirability of the separation of the role of the chairman and chief executive.				

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S/N	RETURNS ON EQUITY	SA (4)	A (3)	D (2)	SD (1)
i.	The return of equity on the firm shows an upward trends.				
ii.	The return of equity shows a positive return on net assets of the firm.				
iii.	The company has successfully enhanced shareholder value through high return on equity.				
iv.	Investment decisions made by the company have effectively enhanced the return on equity.				
v.	The return on equity portrays that the firm generates profit from invested revenue.				
vi.	The return of equity on the firm indicates that the firm is doing well in comparison to its competitors.				
vii.	The firm efficiently uses its shareholder's equity to generate enough income/cash.				
viii.	The firm's return on equity indicates has growth rate is consistently high over time.				

S/N	RETURNS ON INVESTMENT	SA (4)	A (3)	D (2)	SD (1)
i.	Returns on Investment are profitable in the company.				
ii.	Returns on Investment produces adequate revenue growth.				
iii.	Returns on Investment ensures and protects the firm's medium and long term growth.				
iv.	Returns on Investment in the firm portrays that the use of capital is effective.				
v.	Returns on investment focuses on result and consistently indicates positive outcome.				
vi.	Returns on Investment brings better rewards to the company.				
vii.	The value of the firm's investment has increased, if sold and compared with the initial cost.				
viii.	Investors receive good returns from their investment.				

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S/N	PROFITABILITY	SA (4)	A (3)	D (2)	SD (1)
i.	Profitability has increased in the company.				
ii.	The company consistently achieved financial goal in the past five years.				
iii.	The company is able to stay within estimated resources.				
iv.	The company adapts quickly to prevailing conditions to enhance profitability.				
v.	The company resources are efficiently managed to ensure profitability.				
vi.	Operational efficiency has significantly contributed to the improvement of the net profit margin.				
vii.	Effective cost management practices have positively impacted on the firms net profit.				
viii.	The firm capacity has been able to create revenues exceeding financing costs.				

S/N	CUSTOMERS SATISFACTION	SA (4)	A (3)	D (2)	SD (1)
i.	The shareholders are timely in responding to issues related to company's need.				
ii.	Shareholders satisfaction level is increasing.				
iii.	Shareholders complaint has decreased.				
iv.	The company is customer oriented.				
v.	The company gives positive reaction with change to delight customers.				
vi.	The company creates avenue for customers feed back.				
vii.	Shareholders complaints are handled without prejudice.				
viii.	Shareholders satisfaction is a priority for the organization.				

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S/N	SUSTAINABILITY INITIATIVES	SA (4)	A (3)	D (2)	SD (1)
i.	The long term survival of the company is paramount.				
ii.	Proactive strategies of dealing with emerging issues are important in the firm.				
iii.	There are obligations on the part of the board to pursue policy actions that can challenge the future corporate success.				
iv.	Seen as favoured choices of reliable options to the achievements of corporate goals.				
v.	Means of optimizing long term performance of the firm.				
vi.	The functions of internal governance mechanism are made by the directors and management.				
vii.	The quest for practical solution using innovative methods to achieve corporate success is often used by the firm.				
viii.	They are board input for planning and strategic management in the firm.				

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BIO - DATA

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EDUCATIONAL BACKGROUND

INSTITUTIONS ATTENDED:

- Lead City University, Ibadan, Oyo State (Ph.D. in view, 2021 – date)
- University of Lagos, Akoka, Lagos State (2010)
- University of Lagos, Akoka, Lagos State (1998)
- St. Lukes Grammar School, Bariga, Lagos State (1995)

ACADEMIC QUALIFICATIONS:

- Ph.D. Business Administration – In view
- M.Sc. Management Science – 2012
- B.Sc. Business Administration – 2003
- WASC/GCE– 1996

PROFESSIONAL QUALIFICATIONS AND MEMBERSHIP

- Member Nigerian Institute of Management MNIM (Chartered) (2018)
- Associate Member Institute of Entrepreneurs (2014)
- Institute of Public Management MIPM (Chartered) (2012)
- Basic Computer Certificate (2005)

WORK EXPERIENCE

Ronik Polytechnic, Okota Campus

Part time Lecturer, 2025.

Lagos State Polytechnic, Ikorodu

Adjunct Lecturer/Examiner, 2022 - 2024 department of Business Administration.

Lagos State Polytechnic, Ikorodu

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School of Part Time Studies on Full Time appointment, 2007 - 2021 department of Business Administration.

Chartered Institute of Personnel Management (CIPM) Examiner, 2019 - 2021.

Yaba College of Technology, Yaba, Lagos. Center for Continuous Studies,
Adjunct Lecturer/ Examiner 2016 till date in Business Related Courses,

Lagos State University, Okota Satellite Campus
Part- Time Lecturer, 2016 in Business Related Courses.

Army Day Secondary School, Ekewuan Barracks, (NYSC)
Benin, Edo State, 2003 – 2004.

RESEARCH & PUBLICATIONS

Publications

1. Olukoya, S. A (2018). Nexus Between Employee Welfare and Organizational Productivity: Evidence from Private Sector Employees in Lagos, Nigeria. International Journals of Management Sciences & Humanities, 6 (1) pp 55 – 74.
2. Olukoya, S.A., Ojodu, H. O., Bello, M. A., and Oloni, O. D. (2018). Effect of Work Life Balance on Employee's Productivity. International Journals of Management Sciences & Humanities, 6 (1) pp 124 – 133.
3. Oloni, O. D., Ojodu, H. O., Bello, M. A., and Olukoya, S. A (2018). Customer Relationship Management and Its Impact on Performance of Small and Medium Scale Enterprises. International Journals of Management Sciences & Humanities, 6 (1) pp 23 – 33.
4. Oloni, O. D., Ojodu, H. O., Bello, M. A., and Olukoya, S. A (2018). Appraising Entrepreneurship Development Programme as an Intervention Strategy for Economic Development of Lagos State, Nigeria. International Journals of Management Sciences & Humanities, 6 (1) pp 173 – 187.

Unpublished Publications

1. Olukoya, S. A. (2021). Entrepreneurship Development and Job Creation Among Graduates in Pandemic Era.

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2. Olukoya, S. A. (2018). Appraising Leadership Style; A Panacea for Goal Attainment in Nigeria Organization. Nigerian Institute of Management Chartered (NIM) Research paper.

Research Projects:

- Corporate Governance, Sustainability Initiatives and Performance of Personal Care Products Manufacturing Companies (South West, Nigeria) – MPhil/PhD Thesis (Ongoing).
- Olukoya, S. A. (2013). The Impact of Leadership Styles on Goals Attainment in Organizations' in Nigeria. MSc Dissertation, University of Lagos.
- Olukoya, S. A. (2002). Job Description and Employee Performance. BSc Dissertation, University of Lagos.

CONFERENCES ATTENDED

- Gambia ISTEAM International Conference 2021. Theme; Working the Angles – Adopting Multidisciplinary Research to Address Human Capital and Development Challenges in Africa, 24th – 26th October, 2021.
- School of Management and Business Studies (SM&BS) International Conference 2021. Theme: World Economy: Reality and Uncertainty of Global Market in Pandemic Era. Lagos State Polytechnic, Ikorodu, 5th – 8th July, 2021.

BOOK CHAPTERS CONTRIBUTED

- Olukoya, S. A & Adeolu- Akande, M. A. (2023). Organizational Culture and Business Performance in the Nigerian Service Sector. In J. A. Adejuwon, & G. E. Oyedokun, (2023). Environmental Factors and Entrepreneurship Development (Eds). OGE Business School Publisher. Lagos. Nigeria. ISBN: 978-978-59453-4-8 Chapter 4, 69-85.
- Oyedokun, G. E & Olukoya, S. A. (2023). Corporate Social Responsibility and Business Performance of Promasidor Nigeria Limited. In G. E. Oyedokun, & J. A. Adejuwon, (2023). Entrepreneurship and Business Environment (Eds). OGE Business School Publisher. Lagos. Nigeria. ISBN: 978-978-59453-5-5 Chapter 1, 1-16

TRAININGS, SEMINARS & WORKSHOPS (Selected)

- Academic & Industry EDGE Workshop with focus on "Widening Skill Gap and the Future of Work". Lead City University, Ibadan, Nigeria. 7th April, 2022.

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- A Two-Day Seminar Organized by Center for Entrepreneurship and Skills Acquisition (CESA), Lagos State Polytechnic, Ikorodu, 23rd-24th June, 2021.
- Three Days Seminar Titled Train the Trainers, Organized by Lagos State Polytechnic in Conjunction with the Institute of Entrepreneurs at Isolo Campus, 13th – 18th May, 2019.
- Two Days Training on Andragogical Method of Teaching Adult and out of School Learners, organized by Lagos State Agency for Mass Education at Lagos Chambers of Commerce & Industry (LCCI), 10th – 11th January, 2017.
- One Day Workshop on Professional Administration Techniques Organized by Chartered Institute of Administration at Lagos State Polytechnic, Isolo Campus, 12th September, 2015.
- One Day Workshop on Effective Research Project Supervision, Organized by Department of Business Administration and Management, Lagos State Polytechnic, Auditorium 2, Isolo Campus, Thursday 12th, December, 2013.
- Five Days Capacity Building Workshop on Evolving Trends on Entrepreneurship Education, Organized by Entrepreneurship Study Center, Lagos State Polytechnic, Ikorodu, 8th – 12th October 2012.

OFFICIAL DUTIES

Welfare Secretary Department of Business Administration, Lagos State Polytechnic, Ikorodu (2021).

AWARDS

- Best Graduating Student of Management Information Technology – Christiana School of Computer, 2005.
- Corper's Liaison's Officer, Ekewuan, Benin City, Edo State, 2003 – 2004.
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The University Compliance Certification

This is to certify that the Dissertation written by Sakirat Adetutu OLUKOYA with Matriculation Number LCU/PG/002772 in the Department of Management & Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan is in compliance with the approved University format and style.

_____ _____

Signature Date

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